



**Galway Traveller
Movement**

STRATEGIC PLAN 2018-2022

Claiming the space

Realising Rights for the Traveller Community

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1. LIST OF ABBREVIATIONS

DJE	Department of Justice and Equality
ETB	Education and Training Board
FLAC	Free Legal Advice Centre
GARN	Galway Anti-Racism Network
IHREC	Irish Human Rights and Equality Commission
ITM	Irish Traveller Movement
LTAG	Local Travellers Action Group
NTWF	National Traveller Women Forum
PILA	Public Interest Law Alliance
PPN	Public Participation Network
UL	University of Limerick

1. Background to GTM

Galway Traveller Movement CLG was established in 1994. GTM is an independent Traveller organisation for Galway City and County made up of Travellers and non-Travellers. We have worked for more than two decades to challenge and respond to the structural inequalities that the Traveller community are subjected to.

GTM aims to address disadvantage, poverty and social exclusion experienced by the Traveller Community. The Company works from a community development approach to promote equality, the prevention of discrimination and the protection of the human rights of members of the Traveller Community at a local (Galway city and county), regional and national level.

We approach the implementation of this strategic plan with renewed determination given the formal recognition by the Irish Government of the distinct ethnic identity of the Traveller community. This recognition is one result of the campaigning work over decades by GTM and the wider Traveller movement. It affords an important new status for the Traveller community in Irish society. It provides a vital foundation for new official responses to the structural inequalities experienced by the Traveller community.

Our work has always been rooted in an understanding of and respect for the distinct culture and ethnic identity of the Traveller community. This strategic plan continues that tradition but goes further in seeking action on foot of the official recognition of Traveller ethnic identity. It is important that this official recognition is translated into tangible improvements in the situation and experience of the Traveller community.

Vision

Full equality, social justice and human rights realised for members of the Traveller community, and meaningful participation of Travellers in social, economic, political and cultural life.

Mission

To challenge discrimination and racism experienced by the Traveller community in Galway city and county; to challenge the status quo and to empower members of the Traveller community to take action to realise Traveller rights.

2. Demographics and social profile of the Traveller community in Galway city and county

2.1. The population of Travellers in Galway

According to Census 2016, Galway is the county with the highest population of Travellers in the country, enumerated as 2,647. This is an increase of 6.7% since census 2011 (over twice the rate of increase for the whole county). Galway city has the second highest population of Travellers (across all cities) with a Traveller population of 1,598 individuals. Tuam is the town with the highest number of Travellers in the country, with a population of 737 people. Ballinasloe's Traveller population numbers 513.

Between Galway city and Galway county, the population of Travellers is 4,245 individuals, representing 1.6% of the population.

2.2. Census 2016 data

Census 2016 provides a profile of the Traveller community in the whole state. This data reports that:

- The age profile of Travellers is far lower than the population as a whole, with 39.7% of the population aged 14 years or under, compared with 21.4% of the national population. Similarly only 3% of Travellers are aged over 65 years, compared with 13% of the national population.
- In terms of household composition, there were more than 3 times as many multiple family Traveller households (4.2% compared with 1.3% in the entire population), more lone parents with children (17.9% compared with 11.7%) and fewer married couples without children (8.9% compared with 15.7%). Just over 1 in 10 (11%) of Travellers were living in one-person households compared with almost 1 in 4 (23.5%) in the entire population.
- Travellers continued to have higher rates of disability than the total population with almost 1 in 5 Travellers (19.2%) categorised as having a disability in 2016, up from 17.5 per cent in 2011. A total of 5,963 Travellers had some form of disability in 2016, with 18,717 disabilities recorded. The most common type of disability was 'difficulty with pain, breathing or any other chronic illness', followed by a 'difficulty with basic physical activities'. Almost 1 in 8 (11.3%) Travellers indicated they were unable to work due to a disability, nearly three times the equivalent rate for the total population (4.3%).
- There are 10,653 Travellers in the labour force: 2,112 were employed and 8,541 were unemployed (80.1%). This is only slightly lower than the 84.3% unemployment rate in census 2011 which was the height of the recession, and the 2016 figure is higher than the 74.9% unemployment rate of 2006.
- Among Traveller women, 972 were at work while 2,938 were looking after the home, representing 30.4% of Traveller women aged 15 or over.
- The level of education attainment among Travellers remained well below that of the total population: 13.3% of Traveller females were educated to upper secondary or above compared with 69.1% of the entire population. Nearly 6 in 10 Traveller men (57.2%) were educated to at most Primary level, in sharp contrast to the entire population (13.6%). Only 167 Travellers in Ireland held a third level qualification in 2016 (an increase on 2011 numbers which was 89).
- 34.1% of Traveller households have access to the internet, compared with 78.6% of the entire population

2.3.ESRI – A Social Portrait of Travellers

A report published by the ESRI in 2017 found that education is key to improving the employment and living circumstances of Travellers. A *Social Portrait of Travellers in Ireland* drew on the full 2011 Census data to explore whether certain groups of Travellers (in terms of gender, age and region) experience particularly high levels of disadvantage in four areas: education, employment, housing and health. Below are a summary of the findings under key areas:

Education

- Levels of education have been increasing over time for both Travellers and non-Travellers. However, the improvement over time was not as great for Travellers. While the majority of non-Travellers aged 25-34 had completed second level education in 2011 (86 per cent), fewer than one in ten Travellers in this age group have done so (9 per cent). This suggests that Travellers benefited less from the general improvement in education since the 1960s.

Employment

- The lower employment rate of Travellers aged 25-64 compared to non-Travellers (11% versus 66%) was mainly driven by their higher rate of unemployment (82% vs. 17%) rather than by a lower rate of labour market participation.
- Differences in education are very important in accounting for the employment gap between Travellers and non-Travellers. In 2011, the employment rate of non-Travellers was about six times higher than that of Travellers. Where the two groups had similar levels of education and other characteristics, the gap remained but was very much reduced (from 6 times to 1.9 times higher).
- The chance of being in a job improves markedly as level of education increases for Travellers. Comparing Travellers who are similar to non-Travellers in other respects (such as gender, age group and region), the Traveller employment rate in 2011 was just 9% among those with primary level education, 15% for those with lower second level education (Junior Certificate), 27% for those with Leaving Certificate and 57% for the very small number with further or higher education.

Housing

- The analysis indicated that most Travellers lived in standard housing (88 per cent) while just 12% of Travellers lived in a caravan or mobile home in 2011. Although associated with their traditionally nomadic way of life, this type of accommodation is likely to be overcrowded (84%). It is more likely than a house or apartment to lack central heating (13%), piped water (18%) and sewerage facilities (29%). It is also likely to lack internet access (91%).

A subsequent study on inequality in housing published by the ESRI with the IHREC (2018)¹ found that Travellers have a high risk of being homeless: while they represent less than 1% of the total population they make up 9% of the homeless population. Travellers are also almost 10 times more likely to report discrimination in access to housing.

Health

- In common with many other studies, the research confirmed the greater rate of poor health among Travellers, with 29% reporting fair, bad or very bad health compared to 8% of non-Travellers in the 35 to 54 age group.

The report also found that there was a steeper increase with age in self-reported poor health for Travellers than for non-Travellers. There is a very little difference in the adjusted rate of poor health between Travellers and non-Travellers under age 15 (about 3% versus about 1%). In the 55–64 age group, the gap is 28 percentage points (50% of Travellers versus 22% of non-Travellers).

¹ Grotti, R et al (2018) *Discrimination and inequality in housing in Ireland*. Dublin: IHREC and ESRI.

This pattern of an increasing gap with age suggests that poor health among Travellers is a problem that cumulates or worsens across the life course.²

2.4. National survey of Travellers (2017)

The second ever national survey of Travellers, was carried out by Behaviour & Attitudes on behalf of Traveller representative organisations and researched Travellers throughout Ireland on their views on life for the community and on health, identity, accommodation, employment, culture, education and relations between Travellers and the settled community. Dominant concerns for the community were relating to mental health, unemployment, accommodation and issues for young married couples. The National Traveller Survey shows little change over the last 17 years with only 26% of Travellers considering life in general to have got better for them over the last 5-10 years (versus 61% in 2000).

Summary findings are highlighted below under the key headings

Mental health

- 90% of Travellers agree that mental health problems are common among the community
- 82% of the community have been affected by suicide. 44% of those affected in their immediate family have also experienced suicide in their wider family.

Discrimination

- 77% of Travellers have experienced discrimination in the 'past year'.
- 43% indicate they have encountered discrimination while accessing employment; 70% from the Gardaí, 53% from pub staff; 51% Hotel staff; 45% from shop staff; 43% from staff at clubs / discos; and 39% from housing authorities.

Identity and place

- 40% of Travellers indicate they or their children have been bullied at school due to their identity.
- 52% of Travellers said they had experienced an obstacle when accessing employment, and 43% of Travellers indicated they have encountered discrimination while accessing employment. These included discrimination because of identity; not meeting required level of skills; having to modify and hide identity when applying, or being known as a Traveller and not gaining employment as a result)
- Travellers believe the vast majority of the Traveller community is adapting their behaviour and the way they present in multiple areas of life to 'fit in' more in the following areas:
 - 92% when looking for work
 - 83% when at work
 - 83% when at school or college
 - 80% when accessing goods and services
 - 79% where they live

Life status

Just over 60% of Travellers classify themselves as being 'Satisfied with life in general in Ireland these days' compared with, 71% in the 2000 research. Only 26% of Travellers consider life in general to have got better for Travellers over the last 5-10 years (versus 61% in 2000).

² The study entitled 'Discrimination and Inequality in Housing in Ireland' draws on a range of data, including the CSO's Quarterly National Household Survey, the Census, and the Survey on Income and Living Conditions (SILC).

Accommodation

- 3 in 4 Travellers live close to their immediate family; and consider it very important to do so.
- Nearly half (49%) of the community indicate they have been living in their present location for longer than 7 years (vs. 28% in 2000)
- 47% of those in private rented accommodation have been in their present location for up to 2 years.
- Of 4 out of 10 Travellers who had lived in private rented accommodation, 1 in 4 had to leave due to rent increase.
- 48% of Travellers define their ideal place to live as a standalone house or private house (assisted by a Local Authority).
- Only 5% of people said they would opt for private rented accommodation (currently 2,222 families are living in private rented, mostly not by choice. This is almost sixteen times the number of Traveller families in private rented since 2002)
- Only 1 in 10 of the community still travel (versus 1 in 3 in 2000). 54% of those who used to travel stopped doing so at least 10 years ago.

Unemployment

- 60% of the community indicate that they are 'not working' v 62% in 2000.
- 66% of Travellers have experience of a training scheme and 30% of those have gained employment as a result.
- Only 26% of Travellers said the obstacle to their employment was not meeting the required skill level.
- Only 17% of people in the settled population surveyed said they would employ a Traveller.

Education

- 39% of those who had left school completed their Inter/Group Cert in the 2017 research (vs 9% in 2000) and 16% completed Leaving Cert (vs. 2% in 2000)
- 40% of Travellers were not satisfied with the education they received but 57% feel the community is well supported by the school system today. For Traveller parents satisfied with their children's education (63%), levels of satisfaction dropped with children currently in school <12years.
- 4 out of 10 Travellers said they or their children had been bullied in school because of their identity.

Health

- Only 24% of Travellers assess their own health as being 'excellent' with 36% assessing it as poor/very poor.
- Across a poor overall personal and family health assessment, lifestyle, drugs/alcohol and mental health issues are especially prominent.

Settled community views on Travellers

A simultaneous barometer survey in 2017 was undertaken of the national population on their attitudes towards Travellers and other groups. This was compared to a 2001 'Citizen Traveller' study and found in the intervening 16 years a more positive and more negative view towards Travellers (and hence less neutral) emerged.

The majority agreed or strongly agreed that: Travellers should receive support to progress in education (73%), that Travellers get a bad image because of the actions of the few (72%)³ that Travellers have a valuable place in Irish society (52%) and 50% agreed or strongly agreed that the Government should provide major investment to tackle the barriers that Travellers experience (compared to 65% in 2001).

Only 42% agreed or strongly agreed that accommodation for Travellers should be a priority item for local authorities vs. 55% in 2001. Less than half (42%) believed that media representation of Travellers was unfair, and 27% agreed or strongly agreed that it is acceptable for Travellers to be refused entry into hotels, pubs and shops.

The survey asked respondents about their preferences for engaging with Travellers (along with 12 other cultural / ethnic groups) in terms of eight relationship categories (such as neighbour, community⁴, employment, friendship⁵, etc). Travellers (along with Roma) scored lowest across all eight categories, and preferences of the general population with regard to Travellers are outlined below.

- 45% (of the settled community) would welcome (a member of the Traveller community) as a community member
- 35% would avoid
- 25% would work in the same workplace
- 22% would have as a next door neighbour
- 17% would employ
- 15% would have as a close friend
- 9% would have a sense of kinship with Travellers

³ However, this was a decline compared to 2001 survey.

⁴ Stated as 'would welcome as a community member'

⁵ Stated in the survey friendship was described as 'would have as close friends'

4. How this strategic plan was developed

This strategic plan started early in 2017 with local consultation with the Traveller community carried out through meetings with the Local Traveller Action Groups (LTAGs) in Galway city and county. The information gathered through this process was used as a starting point for three day-long workshops for GTM staff and Board members.

The first workshop reviewed the achievements of, and the challenges encountered by, GTM over the period of the previous strategic plan. At this workshop, we established the core equality and human rights values shaping the work of GTM. We defined these values, and agreed the strategic objectives for the work of GTM that flow from these values.

The second workshop reviewed these strategic objectives, identified the equality and human rights issues for Travellers relevant to these objectives, and established the strands of activities to be pursued in addressing these issues, and progressing these objectives. The strands of activity form the basis of annual planning for this strategic plan.

The third workshop focused on operational issues in implementing some of the new priorities emerging for GTM and on the development of indicators for each of the value objectives agreed.

The final steps taken in preparing this strategic plan involved review of, and feedback on, draft text from staff and Board members. The final strategic plan was reviewed and approved by the Board of GTM.

5. GTM Values and Objectives

We have a long history of working from community work and human rights based approaches. A values-based approach was taken in developing this strategic plan. This approach acknowledges the centrality of values to the motivation of the individuals involved with Galway Traveller Movement and to the purpose, direction and priorities of GTM as an organisation. A values-based approach makes our shared values held within GTM explicit, and establishes the directions to be taken by us over the period of this strategic plan based on these values.

A **values-based approach** empowers GTM and underpins the strength of our organisation. This approach places our shared values at the heart of decision-making and strategic planning. It ensures they inform the activities prioritised by GTM and their implementation. It provides for these shared values to be the starting point for evaluating the work of GTM with indicators based on the values and the directions identified from these values.

GTM operates as a values-based organisation. Our values have underpinned the development of this strategic plan and will underpin its implementation. As a values-based organisation, we communicate and promote our values internally among all those involved in the organisation and ensures these values are a focus for ongoing internal discussion. GTM facilitates discussion and pursues decision-making at staff, management and Board meetings in a manner that explicitly applies and takes account of our values. We embed community work and a Participation and Practice of Rights approach in our work.

GTM promotes values externally through representation work and by supporting organisational change within institutions of key relevance to the Traveller community. A coherent and consistent focus on our values is pursued in external communications and public awareness activities. GTM position papers and policy positions are developed and articulated within the framework of our values.

GTM's work is motivated and guided by the following five values:

SOCIAL JUSTICE, EQUALITY, COLLECTIVITY, PARTICIPATION, DIGNITY

For each of the five values, we have one core strategic objective, and a number of indicators.

This will be the framework to progress the areas of work which have been prioritised by the Traveller community in Galway. These strategic areas of importance include culture and identity; equality; challenging racism and discrimination, accommodation; education; enterprise; employment and training; health and wellbeing.

The framework is outlined in the diagram overleaf.

In the next section, the strategic objectives, our performance indicators, and our expected outcome indicators are set out.

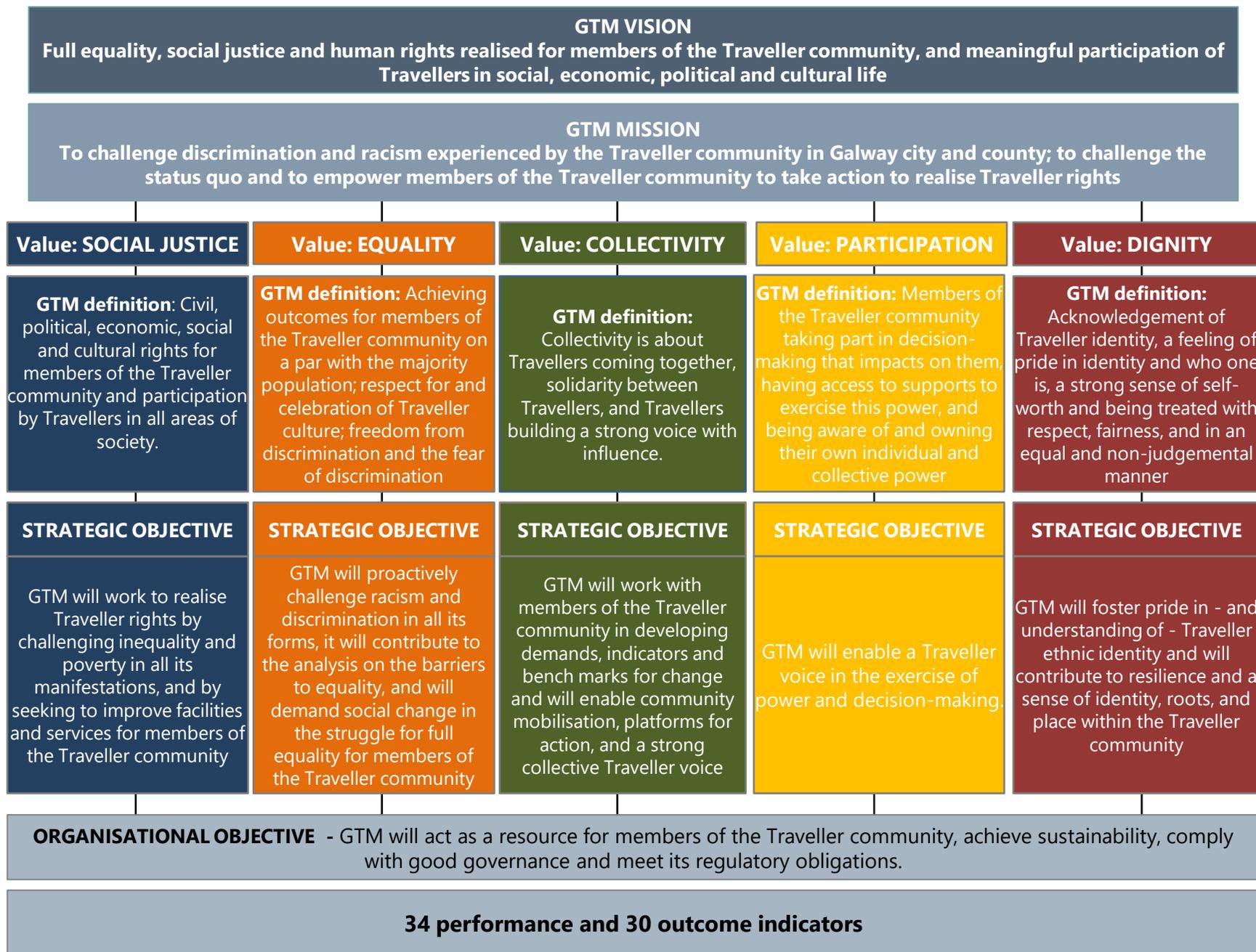


Figure 5.1 The relationship between all elements of GTM strategic plan

6. Values, strategic objectives and indicators

VALUE 1: SOCIAL JUSTICE

Definition:

Social justice is about achieving civil, political, economic, social and cultural rights for members of the Traveller community and participation by Travellers in all areas of society.

Strategic Objective

GTM will work to realise Traveller rights by challenging inequality and poverty in all its manifestations, and by seeking to improve facilities and services for members of the Traveller community.

Indicators

Performance indicators that tell us we are on track

- Public sector duty (including Traveller proofing) is promoted across all relevant public services in Galway City and County
- Position papers on Traveller culture and ethnicity, the experience of racism and discrimination, education, enterprise and work, health, accommodation and administration of justice are developed and disseminated with a view to influencing policy
- Models of good practice are developed and delivered, realising Traveller rights in strategic areas of importance
 - Enterprise – new social enterprise development creating employment opportunities
 - Peer-led primary healthcare model – covering social determinants of health KPIs, and innovative approaches
- Programmes focusing on resilience within the community are developed
- Data gathered on outcomes for Travellers across all priority areas of work

If we achieve these, we believe the following outcomes should occur

- Public sector equality plans are published for all relevant public services in Galway city and county.
- Improved services for members of the Traveller community that respects culture and diversity.
- Demonstration projects are influencing public services - public sector duty.
- Sustainable social enterprises maintained and created providing employment for members of the Traveller community.
- Greater access to - and progression within - the mainstream labour market for members of the Traveller community.
- A strong, vibrant, peer-led, social determinants of health project working as a resource for the Traveller community in Galway City and County.
- Intervention to ensure greater Traveller inclusion within the education system.

VALUE 2: EQUALITY

Definition	Equality is about achieving outcomes for members of the Traveller community on a par with the majority population; it is about respect for and celebration of Traveller culture; and also about freedom from discrimination and the fear of discrimination.
Strategic Objective	GTM will proactively challenge racism and discrimination in all its forms, it will contribute to the analysis on the barriers to equality, and will demand social change in the struggle for full equality for members of the Traveller community.

Indicators

Performance indicators that tell us we are on track
<ul style="list-style-type: none">• Five strategic legal cases that challenge discrimination and racism are taken over the lifetime of the plan.• Equality mainstreaming delivered in five services in Galway (including cultural institutions).• Logging and reporting racist incidents takes place (at least 150 each year) (e.g. i-report).• Complaints pursued through institutions of the state set up to pursue accountability (FOI, 'Office of the Ombudsman') as well as at service level to raise awareness of lack of change across services.• Strategic alliances built and developed that focus on eliminating racism and discrimination.• GTM's capacity to engage with the media and its ability to influence / ensure non-biased reporting is enhanced.

If we achieve these, we believe the following outcomes should occur
<ul style="list-style-type: none">• A greater Traveller awareness of the benefits of using legal means to challenge discrimination and racism.• Increased reporting on racism on the iReport system from the Western region.• Greater accountability across the public services.• A strong civil society in Galway which is informed and willing to challenge the injustice experienced by the Traveller community.• The Traveller community trained and directly representing the community's issues through local, regional and national media.• Media sources more aware of the need for anti-bias reporting.

VALUE 3: COLLECTIVITY

Definition	Collectivity is about Travellers coming together, solidarity between Travellers, and Travellers building a strong voice with influence.
Strategic Objective	GTM will work with members of the Traveller community in developing demands, indicators and bench marks for change, and will enable community mobilisation, platforms for action, and a strong collective Traveller voice.

Indicators

Performance indicators that tell us we are on track
<ul style="list-style-type: none"> • 20 members of the Traveller community completed Fetac level 7 leadership course • 10 members of the Traveller Community accessing third level education (at a level higher than diploma, e.g. Access, part-time, or full-time degree) • Traveller society established and sustained in conjunction with NUIG • The Participation and Practice of Rights approach is embedded in all GTM campaigns • The Right to Accommodation, Right to Education, Right to work, Right to positive mental health and ethnicity campaigns implemented and their progress tracked • Strategic alliances built & developed with rights-based organisations in order to realise Traveller rights • 6 LTAGs set up with ongoing monitoring/evaluation of the approach to achieving meaningful Traveller engagement and decision-making • 2 YTAGs (Young Traveller Action Groups) developed with ongoing monitoring/ evaluation of the approach to enhance the young Traveller voice in decision-making

If we achieve these, we believe the following outcomes should occur
<ul style="list-style-type: none"> • Increased Traveller leadership participating in decision-making at a local, regional and national level • Increased participation and progression into third level education by members of the Traveller community • Greater Traveller visibility in NUIG promoting a sense of belonging on campus • Members of the Traveller community directly involved in realising Traveller rights campaigns in their local Traveller Action Groups • Greater awareness of the right to education, health, work accommodation and mental health within the Traveller community • Traveller Ethnicity recognition validated and more than symbolic • Strong relationships built with other minority communities and rights-based organisation in Galway City and County

VALUE 4: PARTICIPATION

Definition	Participation is about members of the Traveller community taking part in decision-making that impacts on them, and about having access to supports to exercise this power, and also about being aware of and owning their own individual and collective power.
Strategic Objective	GTM will enable a Traveller voice in the exercise of power and decision-making.

Indicators

Performance indicators that tell us we are on track
<ul style="list-style-type: none"> • LTAGs and YTAGs are represented on external structures (e.g.) and the representation is undertaken by Travellers from LTAGs and YTAGs • Membership of GTM committees set up to deliver on equality outcomes for members of the Traveller community comprises at least 50% members of the Traveller community • A charter for meaningful participation in decision-making by members of the Traveller community is developed and disseminated to state institutions, and its implementation monitored • Traveller representatives on external structures (e.g. NTRIS, NTP, Minceir Whiden, LTACC, LCDC, ITM, GCCN, PPN Co Galway, GCP, GRD, CYPSC, THU, Comhairle na nÓg, SPCs, local task groups) are supported GTM staff members are reporting on meaningful participation on local decision-making fora. Annual review carried out with regard to the impact of representation

If we achieve these, we believe the following outcomes will occur
<ul style="list-style-type: none"> • Sustainable Local Traveller Action Groups proactively engaging with addressing discrimination and racism in each local area. • Young Traveller Action Groups focusing on addressing discrimination and racism as it impacts on young Travellers • Traveller participation increased in each local area on local decision-making fora • Travellers are empowered to represent the community on external structures

VALUE 5: DIGNITY

Definition

Dignity is about an acknowledgement of Traveller identity, a feeling of pride in identity and who one is. It is about a strong sense of self-worth and about being treated with respect, fairness, and in an equal and non-judgmental manner.

Strategic Objective

GTM will foster pride in - and understanding of - Traveller ethnic identity and will contribute to resilience and a sense of identity, roots, and place within the Traveller community.

Indicators

Performance indicators that tell us we are on track

- Annual events held to celebrate Traveller culture and heritage
- Inter-generational spaces created annually for transfer of traditional skills (tin-smithing, pockets, paper flowers, story-telling, music, horse ownership)
- Public spaces claimed for promotion of Traveller culture & heritage
- Traveller cultural rights promoted

If we achieve these, we believe the following outcomes will occur

- Traveller culture, identity and heritage celebrated in Galway City and County
- Members of the Traveller community celebrating their cultural identity with the deliberate transfer of skills and knowledge between generations
- Resilience built within the Traveller community to survive and challenge discrimination
- A proud, resourceful resilient Traveller community

UNDERPINNING ALL STRATEGIC OBJECTIVES – ORGANISATIONAL SUSTAINABILITY

Organisational objective

GTM will act as a resource for members of the Traveller community, achieve sustainability, comply with good governance and meet its regulatory obligations.

Indicators

Performance indicators that tell us we are on track

- Resources identified and secured to implement our strategic objectives
- Strategic plan reviewed and evaluated
- Compliance with good governance and regulatory requirements achieved
- Obligations and reporting requirements to funders are met
- The vision to bring community and enterprise work together in one building is achieved
- Awareness of GTM and its work is enhanced (through social and mainstream media, publications, submissions and research)

If we achieve these, we believe the following outcomes will occur

- The sustainability of GTM secured
- GTM as a resource for members of the Traveller community in Galway city and county is maintained

7. Strands of activity

There are 18 strands of activity. These will span all values and strategic objectives of GTM. They are listed below along with examples of actions that we will undertake.

1. Promote, inform, and support organisational change in order to ensure culturally competent policy, programmes, and practice in key organisations relating to those areas of work which have been prioritised by the Traveller community in Galway.

How will we do this? For example, we will:

- Promote the full & effective implementation by key orgs of the public sector equality and human rights duty (IHREC Act, 2014)
- Develop models for the systems, procedures, and practices required for cultural competence in service delivery by key organisations, and provide training in and advocate for the implementation of these.
- Promote the GTM model for equality mainstreaming in key organisations, and provide training in, and advocate for, the implementation of this.
- Devise and implement a method to track and report, the extent to which key orgs implement models for cultural competence.

2. Promote, inform and support new approaches to service provision for the Traveller community.

How will we do this? For example, we will:

- Devise and implement a community work and rights-based approach to the priority areas of work and challenge the inequalities experienced by Travellers in these areas.
- Implement peer-led responses to Traveller health
- Develop proposals to inform the design, planning, and provision of responses to Traveller accommodation needs over the lifetime of the plan
- Enable access for Travellers to early years education provision
- Develop and promote initiatives to prevent early school leaving such as after-schools projects
- Develop social enterprises that are innovative and that create employment and progression routes for Travellers
- Campaign and provide support for the full implementation and resourcing of the Yellow Flag programme by schools
- Develop and implement progression pathways for young Travellers participating on the Community Employment scheme.
- Gather data on educational outcomes for Travellers
- Monitor the experiences of, and outcomes for, Travellers in priority areas of work.
- Implement a prog. to identify, promote & inform responses to inequalities for members of the Traveller community in the education system

3. Campaign for new legislation, policy and provision in the priority areas of work, and advocate for the strengthening and implementation of the National Traveller and Roma Inclusion Strategy as well as other strategies that impact on the lives of the Traveller community

How will we do this? For example, we will:

- Develop position papers in key social policy and priority areas of work
- Monitor the experiences of, and outcomes for, Travellers in priority areas of work
- Develop Traveller Unemployment Responses-the Right to Work ·
- Implement and Track the progress of the #Traveller Homes now campaign ·

- Develop a right to education campaign
- Monitor the implementation of the Traveller Accommodation Programmes

4. Promote prevention and responses to and, as appropriate, address conflict that presents in the Traveller community, and make links with relevant agencies such as the Traveller Mediation Service.

How will we do this? For example, we will:

- Raise awareness of, and build capacity re mediation, and promote alternative methods of dispute resolution

5. Highlight the incidence of racism and its impact on Travellers.

How will we do this? For example, we will:

- Gather evidence through outreach & through empowering members of Traveller community to tell their stories
- Publish regular racism reports and use to promote action on the issue
- Gather evidence through outreach & through empowering members of Traveller community to tell their stories.
- Develop research on the issue, including through academic institutions.

6. Raise awareness and issues of racism, discrimination and stereotyping.

How will we do this? For example, we will:

- Identify resources to potentially fund taking five strategic cases to challenge discrimination & develop links at national /EU level for this
- Develop and participate in public awareness campaigns that challenge stereotypes, discrimination, and racism
- Participate in campaigns that seek to strengthen hate crime legislation

7. Engage with the media

How will we do this? For example, we will:

- Secure accurate & informed coverage of Traveller issues in the media & challenge where coverage does not meet this standard
- Establish internal media group to engage with media, up-skill range of people in media skills, & develop a GTM communications strategy

8. Develop alliances locally, nationally and internationally

How will we do this? For example, we will:

- Identify & pursue alliances in third level education that promise mutual benefit & include clear outcomes for Travellers
- Engage with GARN and its activities
- Develop and implement a Traveller youth leadership programme, including through local young Traveller action groups
- Provide mentoring support to young Travellers to make practical use of their leadership skills.

9. Deepen knowledge, skills and confidence of Traveller activists

How will we do this? For example, we will:

- Create opportunities for Traveller activists within GTM to develop their skills, knowledge and confidence.
- Create opportunities for Traveller activists within GTM to develop their skills, knowledge and confidence.
- Pilot actions to enhance access to third-level for members of the Traveller community
- Broaden the base of Traveller activists, beyond the GTM, through the Local Traveller Action Groups, the men's group and the youth action groups and develop their knowledge and skills through these groups
- Support model youth action groups

10. Build Traveller awareness of rights

How will we do this? For example, we will:

- Conduct workshops within the community on issues of discrimination and racism.
- Embed the Participation and Practice of Rights approach within the Traveller community.

11. Enable and empower meaningful Traveller representation

How will we do this? For example, we will:

- Identify and participate on key committees in strategic areas of importance, where Traveller rep could contribute to positive change for Travellers & keep participation under review in terms of influence achieved
- Terms of reference for structures maximise Traveller participation
- Identify orgs with an equality focus and are members of committees alongside Traveller reps & work with these orgs to create atmosphere positive to equality on the committees.
- Identify and participate on key committees in strategic areas of importance, where Traveller rep could contribute to positive change for Travellers & keep participation under review in terms of influence achieved
- Implement a system of supports and accountability to enable Traveller representatives to make an impact on these committees
- Develop series of position papers that address policy & provision in priority areas of work, brief Traveller representatives to enable them to use these on relevant committees, promote the position papers within the Traveller community, and advocate for official action on recommendations made in position papers

12. Bring a focus on racism, discrimination, equality and ethnicity into cultural institutions, and into their strategies and practices.

How will we do this? For example, we will:

- Promote the GTM model for equality mainstreaming in key organisations, and provide training in, and advocate for, the implementation of this.
- Devise and implement a method to track and report, the extent to which key orgs implement models for cultural competence.
- Develop a GTM position paper on cultural rights of the Traveller community and make inputs into city and county cultural strategies.

13. Build the capacity, independence, and work of Traveller groups

How will we do this? For example, we will:

- Support LTAGs & broaden the number/spread of these.
- Support and promote the further development of the men's action group.
- Support model Youth Traveller Action Groups (YTAGS)

14. Empower young Travellers as future leaders

How will we do this? For example, we will:

- Develop and implement a Traveller youth leadership programme, including through local young Traveller action groups
- Provide mentoring support to young Travellers to make practical use of their leadership skills.
- Provide opportunities for the development of leadership capacities among young Traveller participants on such as the Community Employment scheme

15. Develop knowledge within key service provider organisations on the implications of ethnic recognition for members of the Traveller community and promote effective responses to this recognition

How will we do this? For example, we will:

- Engage with Traveller community to explore issues of ethnicity & culture & how to build on progress of recognition
- Conduct workshops on ethnic recognition & implications with key orgs
- Develop a position paper on the potential and implications of ethnic recognition and implement an action plan to pursue its recommendations.

16. Enable community practice in gathering and sharing of cultural heritage, traditions, and symbols, both past and present

How will we do this? For example, we will:

- Organise events to mark and express Traveller culture and heritage.
- Provide courses for members of the Traveller community in areas of traditional skills and practices
- Develop stronger links with the Traveller community who engage in the Traveller Economy.
- Explore the feasibility of developing horse projects in Galway city and Galway county
- Explore and deliver resilience programmes

17. Promote and enable celebration in Traveller identity and understanding of ethnic recognition

How will we do this? For example, we will:

- Promote Traveller Pride week in Galway City/ County & support involvement in this.
- Deliver workshops on ethnic recognition within the community
- Implement proactive public campaigns which promote Travellers and Traveller culture

18. Ensure the sustainability of GTM as a resource for the Traveller community

How will we do this? For example, we will:

- Secure funding (including traded income) and all resources necessary to ensure the delivery of our strategic plan
- Ensure compliance with legal and regulatory requirements, good governance and best practice
- Review and report on the progress of our strategic plan

1. Governance, planning, monitoring and evaluation

GTM works towards achieving equality outcomes for the Traveller community in Galway city and county. This is a fundamental principle underpinning all structures outlined below.

1.1. Company and management structure

Galway Traveller Movement is incorporated as a Company Limited by Guarantee, without share capital. It is governed by a board of directors (of which there are seven members). At each annual general meeting (AGM), one third of the directors stand down, and one third of the directors are newly elected.

A minimum of 50% of the directors are members of the Traveller community.

The board of directors of GTM meet monthly, and takes overall responsibility for the strategic direction and values-based approach. The GTM coordinator roles report to the board of directors.

A subcommittee of the board (Operational Committee) deals with staffing and audit. This committee meets as required.

The governance and reporting structure is outlined below.

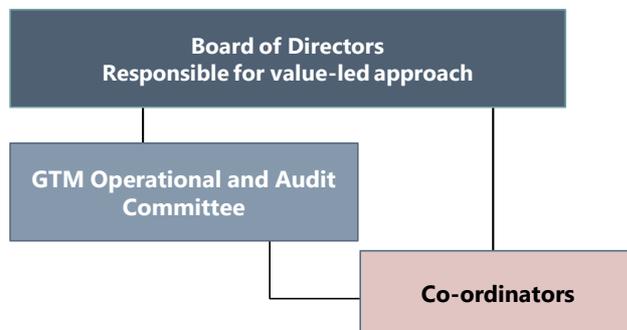


Figure 7.1 The governance and reporting structures of GTM

1.2. Structures to implement the values-based strategic plan

All structures and all staff are expected to work across all five values dealing with the priority areas of work. All implementation structures to meet monthly.

Coordination structure

The board has delegated day to day management of the strategic plan to a new structure of coordination. This is a three member staff coordination team. This new structure promotes best practice, ensuring that members of the Traveller community are involved in the management and decision-making for the implementation of the plan. This coordination structure reports to the Board of Directors (as outlined above) and all core staff report to the coordinators.

Values Line Management Team

The Values Line Management Team: this is responsible for the day-to-day management of GTM. The line management team is made up of seven staff, comprising two members of staff who jointly coordinate GTM, a deputy coordinator, a financial manager and three members of staff who are project leaders. The values line management team in consultation with the board of directors and the staff team leads the development of GTM's annual plan. The annual plan is, based on the strands of activity set for each of GTM's five values. It is broken down into four quarterly plans with targets, based on meeting GTM's strategic objectives.

Values progress team

The *Values Progress Team* which monitors progress and reports on outputs in the annual plan. The work of the Enterprise and Work Team meeting monthly.

Values planning team

The *Values Planning Team*, which is a GTM core staff team, and which set tasks and actions for the forthcoming month, and is made up of core staff, community health workers and representatives of community employment and the community services programme. The values planning team also drives the work of the quarterly plans. They monthly to plan the work. The delivery of the actions will be influenced by each local area through the participation of members of the Traveller community who live in the different geographic areas (the LTAGS, outlined below). The Local Area Teams (outlined below under 7.2) also feed directly into the Values Planning Team.

Local Area Team

GTM has established six *Local Area Teams* (LAT) and these meet weekly to delivery their outreach programmes. They work with each LTAG. Each Local Area Team is comprised of GTM core staff, community health workers and community employment participants. A GTM core staff team member will be responsible for the co-ordinating of the work of the local area team.

The teams will hold a weekly meeting to agree the community and human rights work that needs to get done on a monthly basis in each of the areas. This will mean that each local area will have to deal with racism /discrimination, accommodation, education, employment, enterprise and work and health issues as they arise. All sites/ group housing schemes need to be visited on a monthly basis. A monthly progress report needs to be written up from each local area that will feed into the monthly progress report.

Local Traveller Action Groups

The workload involved in carrying out actions in the annual plan is divided across six *Local Traveller Action Groups* (LTAGs) in Galway City and County. These Local Traveller Action Groups correspond with the electoral areas. Galway City – East side LTAG, Westside LTAG, Galway central LTAG, Galway County Athenry LTAG, Galway County Loughrea LTAG, and Galway County Ballinasloe LTAG.

The Local Traveller Action Groups have been formed by GTM with the view to mobilising the Traveller community at a grassroots level to call for an end to discrimination and racism in Galway City and County.

The purpose of the LTAGs is to build a strong grassroots Traveller movement that uses community work, human rights and value-based approaches to realise Traveller rights, and to achieve equality outcomes across all the social determinants of health and wellbeing.⁶ This reinforces our commitment to a whole organisation approach tackling racism and discrimination, and enabling the empowerment and participation of the broader Traveller community.

The LTAGs meet on a monthly basis in each electoral area and encourage meaningful participation from the local communities. A 'know your rights' clinic will be available to local communities at the end of each LTAG meeting.

⁶ The purpose of the LTAGS include • To take action and seek redress, justice and protection for the Traveller community who experience discrimination and racism on a daily basis. To work with the Traveller community in the local areas to call for full equality and an end to discrimination and racism • To empower the Traveller community in each local area to self advocate and self organise with a view to getting increased Traveller participation and local engagement in the work of Galway Traveller Movement. Reclaim the space • To get ready for the local elections 2019 – Voter registration and promotion of the importance of voting especially for the Traveller community who are one of the most marginalised groups in Galway City and County. Begin a campaign to inform local politicians of their Positive public duty to protect and value the Traveller community • To create a space to discuss local issues that are impacting negatively on the Traveller community. • To create a platform for discussion and dialogue that will lead to positive social change • To disseminate information re Travellers rights and entitlements in the areas of Discrimination and Racism, Health, Education, Accommodation, Employment and Enterprise.

An outline of the implementation structures, as they relate to the strategic and annual plan is outlined in the figure below.

The structures as they relate to the governance structures are outlined below.

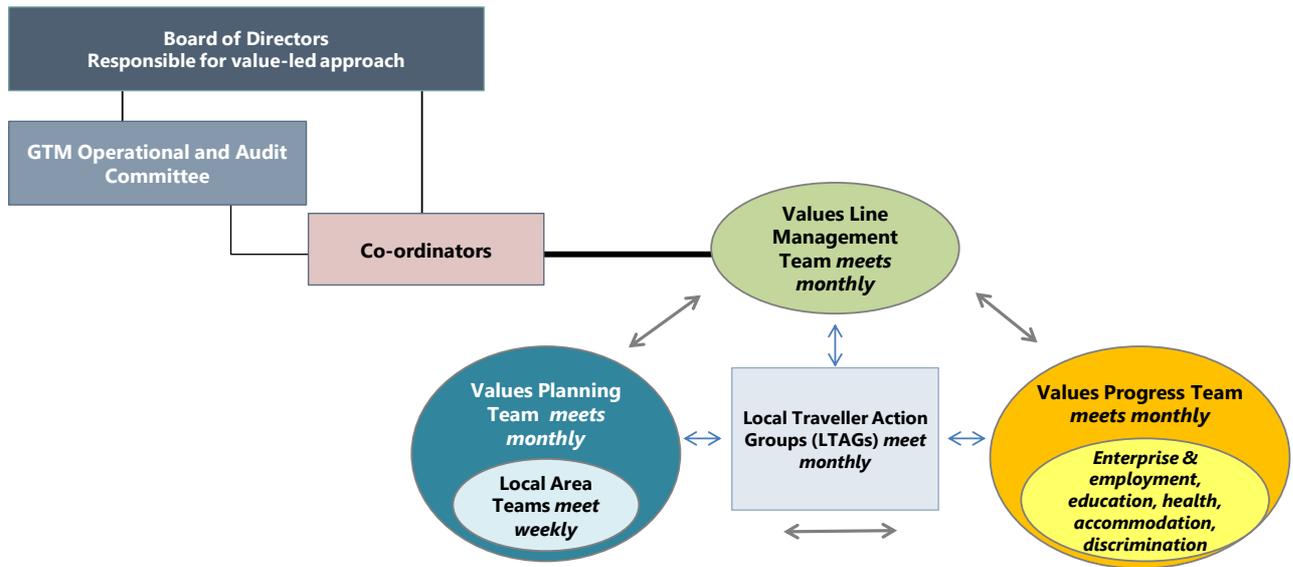


Figure 7.2 GTM governance and strategic plan implementation structures

1.3.Evaluation

Galway Traveller Movement is committed to a process of monitoring and evaluation of this strategic plan that will enable its full and effective implementation and that will offer learning for GTM's ongoing work and future plans.

Self-evaluation

An annual self-evaluation will focus on an assessment of the outcomes achieved and the processes used in their achievement. This will largely be anecdotal and qualitative in nature. It will involve a bi-annual event and process for staff, Board members and relevant external stakeholders.

The processes used and the outcomes achieved under each value will be explored and assessed over the course of implementing the plan. The specific focus for self-evaluation will be identified at the start of each year. The primary purpose of this self-evaluation is to learn from the work done in order to refine the approach to GTM's work, enable prioritisation of activities within this work, and support a shared perspective across the organisation on the work.

Mid-term review

This strategic plan will be subject to a mid-term review to assess and ensure its relevance within a changing context and to incorporate any learning from its implementation. This will involve Travellers and Local Traveller Action Groups (LTAGS), staff and Board members, and key external stakeholders.

External evaluation

Formal evaluation will be commissioned to track and assess implementation processes, outcomes and impacts of the plan (both quantitatively and qualitatively), across the five values. This will be undertaken by an independent evaluator and will secure an external perspective on the work. It will enable learning to be captured, which will inform the subsequent strategic plan.