
Offaly Traveller Movement

Strategic Plan June 2012 – June 2015

Introduction

Established in 1990 as Tullamore Travellers Movement, Offaly Traveller Movement (OTM) seeks to achieve full equality and social justice for Travellers in County Offaly. OTM is a partnership between Travellers and settled people who are committed to Travellers' right to self determination and equality within Irish society.

In 2012, OTM Board of Management identified the need to develop a strategic approach to the future development of the organisation. An external Consultant was contracted to develop a strategic plan for the organisation¹.

As part of the process of developing the plan, a significant consultation process was carried out with members of the Traveller community and with other stakeholders in Offaly. The results of this process provided the framework that underpinned the strategic planning process and influenced the Strategic Areas of Work that have been prioritised for the period of this Strategic Plan.

The Strategic Plan was developed in a collaborative way, with staff working with the independent consultant during a number of workshops. The outcome of that work sought to set and prioritise goals under the headings of the Strategic Areas of Work for the duration of this Strategic Plan using a results based methodology that seeks to clearly link the desired outcome and impact with the actions being undertaken. These are:

- **Strategic Areas of Work 1. Accommodation**
 - Strategic priority 1.1 To achieve culturally appropriate accommodation for Travellers in County Offaly
- **Strategic Areas of Work 2. Health**
 - Strategic priority 2.1 To increase life expectancy for Travellers in County Offaly
 - Strategic priority 2.2 To improve Traveller mental health and wellbeing
- **Strategic Areas of Work 3. Education & Youth Work**
 - Strategic priority 3.1 To ensure that Travellers have the same education outcomes as their settled counterparts
 - Strategic priority 3.2 To support Traveller young people to reach their full potential
 - Strategic priority 3.3 To take a more strategic approach to the Youth Work in OTM
- **Strategic Areas of Work 4. Discrimination**
 - Strategic priority 4.1 To reduce discrimination, direct and indirect, in County Offaly
- **Strategic Areas of Work 5. Employment & Enterprise**
 - Strategic priority 5.1 To address employment issues for Travellers
 - Strategic priority 5.2 To explore opportunities for the Traveller economy
- **Strategic Areas of Work 6. Culture/Ethnicity**
 - Strategic priority 6.1 To promote Traveller culture in County Offaly
 - Strategic priority 6.2 To contribute to the achievement of recognition of Travellers as an ethnic group

¹ A report of the consultation process is available separately.

- **Strategic Areas of Work 7.** **Working in partnership**
 - Strategic priority 7.1 To work in partnership to achieve full equality and social justice for Travellers in Offaly
- **Strategic Areas of Work 8.** **Community development**
 - Strategic priority 8.1 To reduce the isolation experienced by Travellers
- **Strategic Areas of Work 9.** **Organisational capacity**
 - Strategic priority 9.1 To ensure the internal capacity of OTM and to develop OTM as a vibrant, thriving organisation

A number of the Strategic Areas of Work refer to ongoing work/project areas within OTM. Generally, these areas have a member or members of staff assigned to them. A number of other Strategic Areas of Work are new or developing areas of work that do not necessarily have a member or members of staff assigned to them but are considered of sufficient importance to warrant an organisational approach to addressing them. Progress on a number of these areas may dependent on the ability of OTM to secure additional funding to support work in the area and/or on collaboration between OTM and other agencies.

The Strategic Areas of Work are designed to work to implement the OTM vision and mission, and within the principles and commitments of the organisation. These are:

Vision

The vision of OTM is full equality and social justice for Travellers in County Offaly

Mission

The mission of OTM is to empower Travellers and to work as a partnership between Travellers and settled people to achieve equality and social justice for Travellers in County Offaly.

Principles, Values and Commitments

OTM believes in:	OTM is committed to:
<ul style="list-style-type: none"> • Travellers as a nomadic ethnic group • Equality • Social justice 	<ul style="list-style-type: none"> • Human rights • Community development • Empowerment • Participation • Partnership

The final section of this Strategic Plan describes the implementation and monitoring of the Plan.

Strategic Area of Work 1 Accommodation

Strategic priority 1.1

To achieve culturally appropriate accommodation for Travellers in County Offaly, including better facilities for travelling Travellers

Action area 1.1.1 To ensure good communication and ongoing engagement with Travellers in relation to accommodation issues

Action area 1.1.2 To identify and support the representation of Traveller accommodation issues

Action area 1.1.3 Develop internal capacity within OTM

Strategic Area of Work 2 Health

Strategic priority 2.1

Increase life expectancy for Travellers in County Offaly

Action area 2.1.1 & 2.2.1 To enhance the Traveller peer-led health programme in Offaly

Action area 2.1.2 & 2.2.2 To improve health outcomes for Traveller men

Strategic priority 2.2

Improve Traveller mental health and wellbeing

Action area 2.2.3 To improve mental health and wellbeing

Strategic Area of Work 3 Education & Youth Work

Strategic priority 3.1

To ensure that Travellers have the same education outcomes as their settled counterparts

Action area 3.1.1 To address early school leaving and to encourage and support Traveller children to remain in school

Action area 3.1.2 To support parents to support their children to remain in school

Action area 3.1.3 To develop a strategy for adult education

Strategic priority 3.2

To support Traveller young people to reach their full potential

Action area 3.2.1 To provide quality Youth Work to Traveller young people in Offaly

Strategic priority 3.3

To take a more strategic approach to the Youth Work in OTM

Action area 3.3.1 To achieve the NQSF & develop internal capacity

Strategic Area of Work 4 Discrimination

Strategic priority 4.1

To reduce discrimination, direct and indirect, in County Offaly

Action area 4.1.1 to develop internal capacity within OTM

Action area 4.1.2 To highlight and address levels of discrimination

Strategic Area of Work 5 Employment and Enterprise

Strategic priority 5.1

To address employment issues for Travellers

Action area 5.1.1 To explore how employment and enterprise can be developed.

Strategic Area of Work 6 Promote Traveller culture and ethnicity

Strategic priority 6.1

To promote Traveller culture in County Offaly

Action area 6.1.1 To promote a positive image of Traveller culture to counteract negative stereotyping and discrimination

Strategic priority 6.2

To contribute to the achievement of recognition of Travellers as an ethnic group

Action area 6.2.1 To promote a positive image of Traveller culture to counteract negative stereotyping and discrimination

Strategic Area of Work 7 Working in partnership

Strategic priority 7.1

To work in partnership to achieve full equality and social justice for Travellers in Offaly

Action area 7.1.1 To work with partners and agencies

Strategic Area of Work 8 Community development

Strategic priority 8.1

To reduce the isolation experienced by Travellers

Action area 8.1.1 To create social opportunities for older Travellers

Strategic Area of Work 9 Organisational capacity

Strategic priority 9.1

To ensure the internal capacity of OTM and to develop OTM as a vibrant, thriving organisation

Action area 9.1.1 to develop the public face of OTM

Action area 9.1.2 Develop internal capacity

Action area 9.1.3 Develop monitoring and reporting systems

Implementation Arrangements

1. Developing an Implementation plan

The first stage of realising the ambitions set out within this plan involves developing an annual implementation plan at the beginning of each year. This will set out which areas and results are to be prioritised within a given year. Clearly, the implementation plan will be drawn from this strategic plan and, while there should always be some scope for flexibility, it has been agreed that the addition of new work areas / commitments is to be avoided.

As part of this process it is important to make sure that all members of management and staff have a copy of the plan and to make a laminated copy available within the office. All staff, and members of the OTM Board of Management should also be briefed on its ambitions and its content.

It was also agreed that publishing the plan i.e. making it available to a wider audience, would be an important statement of the organisations commitment to good governance.

2. Implementation Process

Establishing and ensuring the strategic direction of the organisation is a key function of the OTM Board of Management and it is crucial that the OTM Board of Management work with the Director and other staff members to ensure that the plan is implemented.