



EXCHANGE HOUSE IRELAND
National Travellers Service

STRATEGIC PLAN 2026–2030



STRENGTHENING OUR ROOTS.
GROWING OUR FUTURE.

www.exchangehouse.ie

SUCCESSPRO
TRAINING AND CONSULTING

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STRENGTHENING OUR ROOTS.
GROWING OUR FUTURE.



OUR ROOTS. OUR PEOPLE. OUR FUTURE.

For over four decades, Exchange House Ireland has stood alongside Travellers, listening, supporting, advocating and creating opportunities.

Our strength comes from community. Our purpose is rooted in equality, justice and respect. Our future is built on the dreams and potential of every Traveller, every family and every child.

This is our journey forward. Together.

This plan reflects our shared vision for the next five years. Together, we will continue to build a stronger Exchange House Ireland, a stronger community and a brighter future for generations to come.



*Strength in our roots.
Hope in our hearts.
Change in our hands.*

FOREWORD

We are proud to introduce Exchange House Ireland's Strategic Plan 2026–2030. For over four decades, we have stood alongside Traveller individuals, families and the wider Traveller community, listening, advocating and working together for a fairer, more equitable society. That work matters now more than ever.

This plan was shaped by the people who matter most: the people we serve, our staff and our partners. Their voices are woven into every page.

Over the next five years, we will stay rooted in what we know works: rights-based, community-centred, collaborative, progressive and quality-focused work, while growing to meet rising need. We look forward to our board, management team and colleagues working with our stakeholders to implement this strategy, cognisant that real challenges lie ahead, but so do real opportunities to make meaningful, lasting change.

Thank you to everyone shaping this journey with us. Together, we act.

Jason Denman
Chairperson



Kerry Cuskelly
Chief Executive Officer



WHO WE ARE

**Standing Together.
Strengthening Futures.**

Exchange House Ireland is a national organisation of Travellers and non-Travellers working together to support Traveller individuals, families and the wider Traveller community to achieve equality, inclusion and better outcomes.

Since 1980, we have been delivering frontline services, building trusted relationships and advocating for change that improves the lives of Travellers across Ireland.

WHAT WE DO

EDUCATION AND TRAINING

Supporting learning, development and pathways to opportunity.

CHILDREN AND YOUNG PEOPLE

Supporting young Travellers to achieve their goals and reach their full potential.

FAMILY SUPPORT & CRISIS INTERVENTION

Providing practical and emotional support when it's needed most.

ADDICTION & MENTAL HEALTH SUPPORTS

Promoting wellbeing, recovery and empowerment.

PARTNERSHIP, COLLABORATION & COMMUNITY

Building stronger relationships and delivering together for impact.

APPLIED RESEARCH & EVIDENCE-INFORMED SERVICES

Championing Traveller rights and influencing positive change.



SINCE 1980

Over 40 years of experience supporting Traveller communities.

A trusted voice in rights-based services.

Working in partnership for stronger communities.

Committed to the next generation.

**"ROOTED IN COMMUNITY.
DRIVEN BY EQUALITY.
COMMITTED TO CHANGE."**



YOUTH WORK & DEVELOPMENT



MENTAL HEALTH & WELLBEING



EDUCATION & TRAINING



FAMILY SUPPORT & WELLBEING

OUR PURPOSE

Who We Are. What We Believe. Where We're Going.

WHAT WE WANT

Exchange House Ireland envisions a time where Travellers are fully valued as a distinct ethnic minority, with equal treatment and outcomes to all supports and services, without barriers



WHAT WE ARE DOING

Exchange House Ireland is an organisation of Travellers and non-Travellers working together to deliver quality frontline services to the Traveller community.

Our mission is grounded in inclusive practices and relationship-building as we work alongside partner agencies to strengthen service standards and outcomes for the community across all services.



SWOT ANALYSIS

Understanding Our Environment.

As Exchange House Ireland continues to grow and respond to changing community needs, it is important to reflect on our strengths, the challenges we face, the opportunities for growth and the external factors that may impact our ability to deliver.

This reflection helps guide our strategic priorities and supports informed, realistic and sustainable planning for the years ahead.



COMMUNITY FOCUSED

We place Traveller voices and experiences at the heart of everything we do.



COLLABORATIVE

We work in partnership to achieve the best outcomes for individuals, families and communities.



EVIDENCE INFORMED

We use insight, learning and experience to guide our decisions and improve our impact.



FUTURE FOCUSED

We plan ahead to build sustainable services and positive change.



STRENGTHS

The strengths that underpin our work and the value we bring to communities.

- Trusted Community Relationships**
Strong connections with Traveller individuals, families, communities and partners.
- Strong Reputation and Professionalism**
A respected organisation known for our integrity, reliability and high standards.
- Inclusive and Community-Centred Approach**
We listen, respect and involve Traveller voices in shaping our services.
- Multi-Disciplinary Expertise**
A skilled and diverse team working together to deliver holistic supports.
- Broad Range of Services and Supports**
A comprehensive suite of services across all stages of life.
- Experienced and Committed Team**
Passionate staff and Board, dedicated to positive outcomes.
- Strong Partnerships and Collaboration**
Working together with organisations, agencies and communities to maximise impact.

CHALLENGES

The key challenges we face as demand grows and the environment becomes more complex.

- Increasing Demand Across Services**
More people are seeking support in the context of complex and long-standing needs.
- Growing Pressures on Staff Capacity and Resources**
High demand and limited resources place ongoing pressure on teams.
- Need for Continued Organisational Development**
We are committed to strengthening systems, processes and structures as we grow.
- Complexity of Delivering Integrated Services**
Coordinating services across multiple areas requires time, alignment and investment.
- Strengthening Internal Communication Systems**
Ensuring clear and effective communication across teams and locations.
- Balancing Delivery of Services With National Responsibilities**
Meeting local and regional frontline needs while contributing to national policy priorities and research to develop evidence-informed services.



OPPORTUNITIES

The opportunities available to us to grow, innovate and create greater impact.

- Expansion of Partnerships and Collaborative Work**
Building on strong relationships to deliver more joined-up supports and better outcomes.
- Development of Sustainable Funding Pathways**
Exploring diverse and long-term funding to support growth and stability.
- Increased National Recognition of Traveller Issues**
Greater awareness creates opportunities to influence policy, shape services and drive change.
- Opportunities for Service Innovation and Growth**
We can expand and adapt services to meet emerging needs.
- Strengthening Progression Pathways**
Creating clear routes to education, training, employment and opportunities that support individual goals and aspirations.
- Enhanced Policy and Advocacy Influence**
Using our voice and evidence to promote equality, rights and inclusion for Traveller communities.

EXTERNAL PRESSURES

The external factors beyond our control that may impact our ability to deliver and plan effectively.

- Funding Uncertainty Across the Sector**
Short-term and uncertain funding makes long-term planning and investment difficult.
- Changing Policy and Political Priorities**
Shifts in policy and political focus can affect resources and service direction.
- Rising Demand for Traveller Supports and Services**
Increasing need across communities continues to outpace available resources.
- Recruitment and Retention Pressures**
Competition for skilled staff impacts stability and continuity of services.
- Increasing Operational and Resource Costs**
Rising cost in staffing, premises and delivery challenge sustainability.
- Ongoing Inequality and Barriers**
Systemic disadvantage and discrimination continue to impact the Traveller community.

OUR STRATEGIC FRAMEWORK

Our five strategic roots guide everything
we do and how we create change.



ROOT 1 —

**WE ARE
RIGHTS
BASED**



ROOT 2 —

**WE ARE
COMMUNITY
CENTRED**



ROOT 3 —

**WE ARE
COLLABORATIVE**



ROOT 4 —

**WE ARE
PROGRESSIVE**



ROOT 5 —

**WE ARE
QUALITY
FOCUSED**

ROOT 1

WE ARE RIGHTS-BASED



Exchange House Ireland believes that every Traveller should be treated fairly, listened to with respect, and able to access services without barriers or discrimination.

Being rights-based means placing human rights, equality and dignity at the centre of everything we do. It means standing alongside Travellers and families to ensure their voices are heard and their experiences are recognised.

We are committed to creating services and supports that are welcoming, inclusive and responsive to the needs of the Traveller community. We will continue to challenge discrimination and work towards equitable access to education, healthcare, housing, employment and community services.

WHAT THIS MEANS IN PRACTICE

-  Promote equality, inclusion and respect across all services.
-  Support Travellers to know and access their rights.
-  Listen to community experiences and respond to identified needs.
-  Work to reduce barriers and improve access to services.
-  Advocate for equitable treatment and positive outcomes for Travellers.
-  Strengthen relationships with agencies and decision-makers.
-  Ensure Traveller voices are included in planning and decision-making.

OUR COMMITMENT IS SIMPLE:

Rights respected. Voices heard.
Equitable outcomes for all Travellers.

HOW WE WILL ACHIEVE THIS



LISTEN

Create safe opportunities for Travellers and families to share their experiences and inform service development.



ADVOCATE

Work alongside communities and partner organisations to address inequality and improve outcomes.



BUILD TRUST

Develop strong, respectful relationships that are grounded in inclusion, consistency and understanding.



IMPROVE ACCESS

Support services to become more culturally aware, responsive and accessible.



PROMOTE ACCOUNTABILITY

Encourage equitable practice, quality standards and rights-based approaches across all areas of work.

ROOT 2

WE ARE COMMUNITY-CENTRED



Exchange House Ireland believes that strong communities are built through trust, connection and working together. Being community centred means listening to the experiences, priorities and strengths of Traveller individuals, families and the wider Traveller community. It means ensuring that our work reflects real needs and responds to the issues that matter most to people.

We are committed to providing welcoming, respectful and accessible services that support people throughout different stages of life. We recognise the importance of culture, identity, family and belonging in building healthy and connected communities.

We will continue to work alongside people to strengthen participation, improve supports and create opportunities for people to shape decisions that affect their lives.

WHAT THIS MEANS IN PRACTICE

-  Build strong and respectful relationships within the community.
-  Listen to community experiences and respond to identified needs.
-  Create welcoming and inclusive spaces across our services.
-  Support participation and community involvement.
-  Promote culturally respectful approaches in all areas of work.
-  Work with families, young people and adults across the community.
-  Strengthen local connections and community networks.

OUR COMMITMENT IS SIMPLE:

Strong communities grow through connection, respect and working together.

HOW WE WILL ACHIEVE THIS

-  **LISTEN**
Create meaningful opportunities for Travellers to share experiences, ideas and priorities.
-  **CONNECT**
Build relationships that are based on trust, respect and understanding.
-  **INCLUDE**
Ensure Traveller voices are part of planning, service development and decision-making.
-  **SUPPORT**
Provide responsive services that reflect the realities of community life.
-  **STRENGTHEN COMMUNITIES**
Work alongside individuals, families and groups to support positive community outcomes.

ROOT 3

WE ARE COLLABORATIVE



Exchange House Ireland believes that working together leads to stronger services, better outcomes and lasting change.

Being collaborative means building partnerships, sharing knowledge and combining our strengths with others who share our vision for an inclusive society.

We are committed to working alongside communities, organisations, agencies and stakeholders to improve supports and create opportunities for Travellers.

We will continue to value open communication, shared learning and joint action to support positive change for individuals, families and communities.

WHAT THIS MEANS IN PRACTICE

-  Build strong partnerships with organisations and agencies.
-  Work together to understand and respond to community needs.
-  Share knowledge, skills and resources to improve outcomes.
-  Support joint planning and coordinated service delivery.
-  Value each partner's expertise and contribution.
-  Communicate openly and work with transparency.
-  Create opportunities for collaboration at local, regional and national level.

HOW WE WILL ACHIEVE THIS



WORK TOGETHER

Build and strengthen partnerships based on shared goals and mutual respect.



SHARE AND LEARN

Encourage learning and sharing of knowledge to support better services.



CO-ORDINATE

Work together to plan and deliver services that meet the needs of Traveller communities.



INNOVATE

Explore new ideas and approaches through collaboration and partnership.



ACHIEVE TOGETHER

Combine our efforts to create positive, lasting change for Travellers.

OUR COMMITMENT IS SIMPLE:

Stronger together. Shared goals. Better outcomes for all Travellers.

ROOT 4

WE ARE PROGRESSIVE



We believe in moving forward together - embracing change, encouraging innovation and always striving to do better for individuals, families and the wider Traveller community.

Being progressive means challenging the status quo, learning continuously and creating opportunities for individuals, families and communities to thrive.

We are committed to improving our services, strengthening our impact and building a more inclusive and equal society for future generations.

We will continue to listen, learn and adapt so we can respond to emerging needs and create meaningful and lasting change.

WHAT THIS MEANS IN PRACTICE

-  Embrace innovation and new ideas to improve our services and supports.
-  Challenge barriers and champion equality, inclusion and justice.
-  Build the skills and confidence of individuals, families and communities.
-  Invest in our people, systems and infrastructure to strengthen our impact.
-  Collaborate and learn from others to create better outcomes.
-  Stay ahead of emerging needs and adapt our services.
-  Create opportunities today for a stronger and brighter tomorrow.

OUR COMMITMENT IS SIMPLE:

Better ideas. Better services. Better futures for all Travellers.

HOW WE WILL ACHIEVE THIS



INNOVATE

Encourage new ideas and creative solutions to improve and expand our services.



EMPOWER

Support the strengths, skills and development of our people while creating opportunities with the wider Traveller community.



ADAPT

Stay informed, respond to change and ensure our services remain relevant.



COLLABORATE

Work in partnership to share knowledge and achieve greater impact together.



IMPROVE

Measure our progress and strive for excellence in everything we do.

ROOT 5

WE ARE QUALITY-FOCUSED



Exchange House Ireland believes that quality is at the heart of everything we do.

We are committed to delivering high-quality services that are safe, effective, consistent and centred around the needs of individuals, families and the wider Traveller community.

Being quality focused means continuously improving our work, listening to feedback and ensuring our services make a real and positive difference.

We use clear standards, strong practice and ongoing evaluation to ensure our services are accessible, respectful and responsive.

We will continue to learn, reflect and improve so we can deliver the best possible outcomes for individuals, families and the wider Traveller community.

WHAT THIS MEANS IN PRACTICE

-  Deliver services that are safe, respectful and person-centred.
-  Follow best practice and evidence-informed approaches.
-  Listen to feedback from Travellers, families and wider Traveller community.
-  Monitor and evaluate our services to measure quality and impact.
-  Set clear standards and hold ourselves accountable.
-  Continuously improve our services and supports.
-  Ensure our services are accessible, responsive and inclusive.
-  Invest in training and development to build quality and expertise.

OUR COMMITMENT IS SIMPLE: Quality Services. Strong Outcomes. Better lives for all Travellers.

HOW WE WILL ACHIEVE THIS

-  **DELIVER QUALITY SERVICES**
Ensure our services meet high standards and are delivered consistently and safely.
-  **USE EVIDENCE AND INSIGHT**
Use data, research and learning to understand what works and improve our services.
-  **LISTEN AND RESPOND**
Act on feedback from Travellers, families and the wider Traveller community to shape our services.
-  **MEASURE WHAT MATTERS**
Track outcomes and impact to ensure we are making a positive difference.
-  **BUILD CAPABLE TEAMS**
Invest in our staff and Board to strengthen skills, knowledge and quality of practice.
-  **CONTINUOUSLY IMPROVE**
Review, reflect and adapt to ensure our services remain effective and relevant.

WORKING TOGETHER

Partnership, Community and Collaboration.

At Exchange House Ireland, we believe that strong relationships and shared purpose are at the heart of meaningful change.

We work alongside Traveller individuals, families, the wider Traveller community, staff, Board, funders, statutory agencies, local organisations and national partners to strengthen services, influence positive change and create better outcomes together.

Our partnerships are built on trust, respect, mutual learning and a shared commitment to improving the lives of individuals, families and the wider Traveller community, now and for future generations.



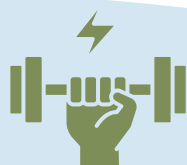
*“By working together,
we build stronger communities,
more connected services and
a better future for all.”*

Through collaboration, we can:



Respond effectively to community needs:

By listening, engaging and co-designing services that reflect real needs and priorities.



Strengthen access to supports:

By working together to remove barriers and create clear, connected pathways.



Influence positive change:

By advocating for equity, rights and the needs of Traveller communities at all levels.



Share knowledge and learning:

By exchanging skills, insights and experience to improve practice and outcomes.



Build sustainable and connected approaches:

By aligning efforts, sharing resources and planning for long-term impact.



At the centre of everything we do are the voices, experiences and priorities of Traveller individuals, families and the wider Traveller community.

This plan reflects our shared vision for the next five years. Together, we will continue to build a stronger Exchange House Ireland, a stronger community and a brighter future.

Delivering This Strategy

A Clear Plan.

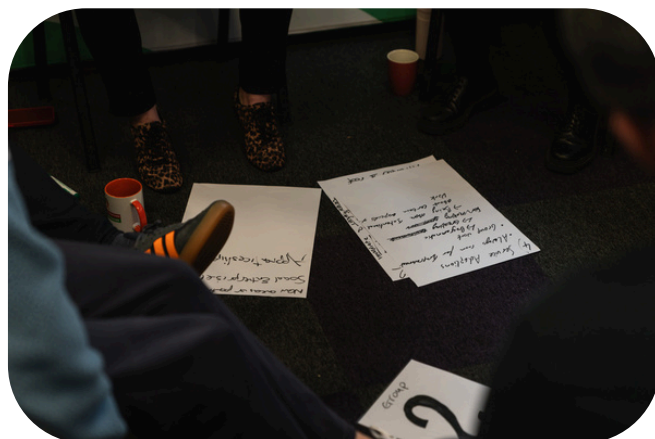
Strong Action.

Meaningful Impact.

This Strategic Plan 2026-2030 sets the direction and commitments that will guide Exchange House Ireland over the next five years.

To bring it to life, we will use clear internal action and implementation plans across all teams and services - ensuring steady progress and meaningful impact.

Our approach is guided by strong governance, accountability and a commitment to learning and continuous improvement.



“A strong plan needs thoughtful delivery, ongoing reflection and the voices of our community at every step.”

HOW WE WILL DELIVER

IMPLEMENTATION

Internal action plans will guide delivery across our teams, services and locations, ensuring responsibilities are clear and progress is consistent.

MONITORING & REVIEW

We will regularly monitor progress, review outcomes and adapt our approach to ensure we stay on course and deliver meaningful results.

COMMUNITY FEEDBACK

Traveller voices and lived experience are at the centre of our work. We will continue to listen, learn and respond to the needs and priorities.

GOVERNANCE & OVERSIGHT

The Board and leadership team will oversee delivery of the strategy, ensuring accountability, good governance and transparent reporting over time.

***Strength in our Roots.
Hope in our Hearts.
Change in our Hands.***

This approach will support continuous learning, strong governance and sustainable development - as we work together to turn our commitments into meaningful change for Traveller individuals, families and the wider Traveller community.

THANK YOU

Together, we look
ahead with hope.

Exchange House Ireland would like to thank the Traveller individuals, families and the wider Traveller community who continue to guide and shape our work.

We also acknowledge our staff, Board, partners, funders and supporters whose commitment and collaboration help strengthen services and create positive change.

As we look to the future, we remain committed to equality, inclusion, respect and community-led practice - working together to build stronger futures for generations to come.



***“Strong Roots.
Strong Communities.
Shared Futures.”***

GET IN TOUCH



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