



# **Good Practice in Housing Management Guidelines for Local Authorities**

Management and Maintenance of  
Traveller-Specific Accommodation



Centre for  
Housing Research

## **Good Practice in Housing Management: Guidelines for Local Authorities**

Management and Maintenance of Traveller-Specific Accommodation

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ISBN: 978-1-903848-29-6

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**2008**



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Housing Research



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## Foreword

Traveller accommodation is a difficult area for local authorities to get right. Traveller families' needs and preferences vary, can be difficult to clarify and if clear can be difficult to realise. Accessing appropriate sites throws up challenges; likewise the design and planning stages, construction, on-going management and maintenance, and inter-agency co-operation. Where Traveller-specific accommodation works well it seems to work very well, but when it does not the results are all too visible and profound.

One of the key objectives of the Centre for Housing Research is to enable local authorities to develop a more responsive housing service. It is in this context that the Centre undertook this work on Traveller accommodation.

The work is presented in three distinct but interrelated reports:

- A Review of Policy and Practice (Coates et al, 2008)
- A Research Report (Treadwell Shine et al 2008) and
- These Good Practice Guidelines (Kane et al, 2008)

Much has been achieved in recent years in the provision of quality Traveller accommodation, but there remain too many examples of situations where policy objectives are not being realised on the ground. It has been argued in this work that focusing on quality of life may be a way to move forward in the management and maintenance of Traveller-specific accommodation.

A core feature of this work has been the development and application of an indicator system to measure various aspects of Traveller accommodation provision. It is hoped that the indicator system might provide a framework on which national standards could be developed and agreed.

This publication is intended to be a practical working tool for local authorities. As with all of the Centre's good practice guidelines, it is for each local authority to decide on its own approach, having regard to relevant policy and taking account of its own situation. The Guidelines offer some practical ideas and possible approaches.

I would like to thank the authors of these three reports, Fiona Kane, Kasey Treadwell Shine and Dermot Coates, for the considerable advancement in our understanding of the relevant issues that they have facilitated through their work. I would also like to thank officials from the Department of the Environment, Heritage and Local Government, for providing data and commenting on earlier drafts of the reports. The researchers drew on the expertise and experience of many Traveller families and organisations representing their interests, local authority officials and other service providers, and I would like to thank all those who gave of their time to help in the completion of this work. I would also like to thank Clare Curley of South Tipperary County Council for comments on an earlier draft of the reports.

David Silke  
Director  
September 2008



## Summary: key issues to consider in achieving good practice

### General Approach

Achieving good practice in the management and maintenance of Traveller-Specific Accommodation involves five key steps. These are: assessment, strategic planning, devising appropriate supporting factors and policies, implementing services and evaluation. Implementing these steps involves a number of actions that are summarised below, together with the sections of the guidelines where all of these issues are discussed in more detail.

STEP	ACTION	MORE INFORMATION
One: Assessment	Use a variety of information types and sources to assess the current stock of Traveller-specific accommodation and to develop standards around such accommodation	See Section 2
Two: Strategic Planning	<p>Devise a strategic plan for the management and maintenance of Traveller-specific accommodation</p> <p>This plan should identify the interventions necessary to improve management standards of Traveller-specific accommodation and specify the timescale of the implementation of each of these interventions</p> <p>The plan should take account of:</p> <ul style="list-style-type: none"><li>• managing, funding and staffing</li><li>• management policies and services</li><li>• procedures for evaluation and monitoring</li></ul> <p>This plan should be devised in co-operation with relevant stakeholders</p>	See Section 2
Three:	<p>Establish frameworks for key factors and policies that are crucial for supporting good management practices and services</p> <p>Develop appropriate design standards for the provision of new Traveller-specific accommodation and existing accommodation targeted for refurbishment</p> <p>Determine a management and maintenance programme</p> <p>Establish clear allocation and rent policies for Traveller-specific accommodation</p> <p>Provide information for existing and potential Traveller tenants on rules, responsibilities and their rights through tenancy agreements, tenant handbooks and pre-tenancy training</p>	See Section 3
X ■		

STEP	ACTION	MORE INFORMATION
<b>Four: Implementing Management &amp; Maintenance Services</b>	<p>Establish clear policies on management and maintenance services including:</p> <ul style="list-style-type: none"> <li>• repairs and maintenance</li> <li>• waste management</li> <li>• control of animals</li> <li>• Traveller economy</li> <li>• safety and security</li> </ul> <p>Establish procedures for consulting with Traveller tenants and for encouraging tenant participation in the management of Traveller-specific accommodation</p>	See Section 4
<b>Five: Monitoring and Evaluation</b>	<p>Establish systems for data collection and management</p> <p>Use a variety of information sources and types to measure the performance of the management programmes, policies and services</p> <p>Use reviews to assist with decision making and to make appropriate changes to the management policies and services</p> <p>Publicise positive results from reviews and evaluations</p>	See Section 5

## SECTION ONE

### Context





## 1.1 Introduction

The first substantive Traveller accommodation policy directives were developed on foot of recommendations of the report of the Commission of Itinerancy in 1963. Since that time, Traveller accommodation policy and practice has continued to evolve, reflecting attempts to deal with the effective delivery of accommodation outcomes in a very complex arena. As part of these changes there has been an increasing focus on Traveller-identified housing needs and the provision of Traveller-specific accommodation options. Despite considerable effort at all levels, most stakeholders agree that significant difficulties still remain for overcoming obstacles and achieving sustainable outcomes. The management and maintenance of Traveller-specific accommodation is a particularly contested and problematic area of such accommodation.

The Housing (Traveller Accommodation) Act, 1998 provides a significant legislative framework for Traveller accommodation. This Act requires local authorities to prepare and adopt multi-annual Traveller Accommodation Programmes that provide for the supply of adequate accommodation for Traveller families living within their functional areas. These programmes should plan to meet the full range of Traveller accommodation needs, including standard housing, group housing schemes and halting sites, and should make provision for the management and maintenance of these different accommodation types.

To advise on the preparation of these programmes, the 1998 Act also requires local authorities to set up Local Traveller Accommodation Consultative Committees (LTACCs), consisting of Traveller representatives and local authority elected members and officials. Finally, a review of the Traveller Accommodation Programmes reveals

that some local authorities have used them to outline specific practice and delivery concerns. For example, some programmes include procedures for the maintenance of vacant or derelict bays and procedures to address anti-social behaviour.

More recently, the Department of the Environment, Heritage and Local Government's (DoEHLG) housing policy document *Delivering Homes, Sustaining Communities* places renewed emphasis on high-quality, well-managed and diverse housing options, to be supported by responsive, personal and customer-oriented service delivery approaches. The aim is to create sustainable communities, as '... places where people want to live and work, now and into the future' (DoEHLG, 2007). This policy document includes specific objectives for Traveller-specific accommodation:

- continue to facilitate, at national level, the development of strategies devised to accelerate the provision of Traveller accommodation
- work to achieve effective co-ordination, at local level, of the provision of all services to Travellers in conjunction with the work of the High Level Group on Traveller Issues
- support the introduction by local authorities of systematic procedures for the management and maintenance of Traveller-specific accommodation
- work through the National Traveller Accommodation Consultative Committee (NTACC) on all aspects of the accommodation programme – a particular priority for the Committee will be to see how Travellers can develop self-supporting approaches to meet their own needs
- develop self-supporting approaches to meeting housing needs by Travellers themselves

These objectives complement existing guidance material from the DoEHLG guidance on the practice and delivery of Traveller-specific accommodation.

Despite these developments, there is widespread agreement that practice around the provision of Traveller accommodation remains particularly difficult. On foot of these issues, the Centre for Housing Research, in consultation with the Traveller Accommodation Unit of the DoEHLG, was tasked with 'carrying out an evaluation of the management and maintenance systems of Traveller-specific accommodation ... to determine what new practices and procedures need to be adopted so that problems can be tackled in a comprehensive manner' (DoEHLG, 2007). As part of this work the Centre has produced a research report (see Treadwell Shine et al, 2008) and a Policy Discussion Paper (see Coates et al, 2008), which complement these Guidelines.

This document on good practice for the management and maintenance of Traveller-specific accommodation builds on the themes identified in previous guidelines. Although these guidelines are provided primarily for local authority staff, they may also be of interest to those working in the voluntary and co-operative housing sector.

These Guidelines are presented in five sections, as follows:

- Section One introduces the issue.
- Section Two examines good practice in the strategic management and planning of management programmes for Traveller-specific accommodation.
- Section Three examines key factors for supporting the delivery of good practice management and maintenance of Traveller-specific accommodation.
- Section Four examines effective management and maintenance services for Traveller-specific accommodation.
- Section Five examines the importance of evaluation and monitoring of management and maintenance strategies.

## **1.2 The Importance of Good Practice in the Management and Maintenance of Traveller Accommodation**

Good practice is essential in managing and delivering Traveller-specific accommodation. Evidence from the Centre for Housing Research's Traveller Accommodation Study (Coates et al, 2008) identified a number of difficulties in the translation of policy directives into actual practice and delivery outcomes at local level. This contributes to the dominance of informal working relationships, between local service providers and Traveller families, as the main drivers of practice and delivery at local level. As such, practice and delivery of Traveller-specific accommodation varies considerably between local authorities. Such variability makes it difficult to identify obstacles to progress, develop strategic frameworks for the practice and delivery of Traveller-specific accommodation, or advance consistent good practice. Furthermore, a scarcity of good data collection strategies and a poor evidence base on these issues make it difficult to develop consistent and transparent practices.

The need to adopt good practice in the management and maintenance of Traveller-specific accommodation is a particularly important element of housing management reform. Nearly all stakeholders – local authority practitioners, policy-makers, Traveller organisations and members of the Traveller and settled communities – have expressed dissatisfaction with the current state of Traveller accommodation in Ireland. Much of this dissatisfaction relates to the physical appearance of some Traveller-specific accommodation. Evidence suggests that when Traveller-specific accommodation is well managed and maintained local opposition to Traveller accommodation is reduced. As such, good management and maintenance of current Traveller-specific accommodation can assist in achieving targets under the Traveller Accommodation Programmes.

Finally, the link between poor living conditions and Traveller health has been well documented. In addition, the effects of poor living conditions can be compounded by unsanitary and hazardous conditions associated with living on some Traveller-specific sites.

It is due to such concerns that these guidelines make suggestions for the uptake of alternative, more comprehensive and transparent good practices, with a focus on future sustainability and good quality of life. The objective should be to have the same standard of management and maintenance in Traveller-specific accommodation as is available in all other social rented accommodation. These guidelines are relevant for both existing and future Traveller-specific accommodation.

### **1.3     Achieving Good Practice: Issues for Consideration**

Achieving good practice in Traveller-specific accommodation is a challenging task and many issues and policies need to be considered. Some of these are specific issues that relate only to the management and maintenance of Traveller-specific accommodation; others apply to the wider local authority housing remit and indeed to the entire public service.

In common with all public service management reform programmes, achieving successful management and maintenance practices around Traveller-specific accommodation should take account of the issues outlined below:

The reforms as established in the *Delivering Homes, Sustaining Communities* housing policy document of the DoEHLG (2007), list a number of specific objectives for Traveller-specific accommodation (see Section 1.1).

The Strategic Management Initiative (SMI) (see [www.bettergov.ie](http://www.bettergov.ie)) identifies the key aims of public sector reform. These include:

- maximising the contribution of public bodies, including local authorities, to social and economic development
- providing an excellent service to the public
- ensuring the efficient use of resources

Furthermore, under the terms of the SMI a range of priority actions to achieve these aims are identified. These include:

- delivering quality services to customers and clients
- reducing ‘red tape’
- delegating authority and accountability
- improving financial management and ensuring value for money
- enhancing the use of new technology and improving co-ordination between public agencies

The SMI also identifies the establishment of systems of performance monitoring as the key to achieving good practice in public sector management. As such, the identification of a set of performance indicators as the basis for assessing the quality of the service and for informing strategic management decisions should be a central element of any proposed strategy to achieve good practice. Under *Delivering Value for People – Service Indicators in Local Authorities* (DoEHLG, 2004), five of the forty-two national service indicators laid down apply to housing management services, with one indicator relating specifically to Traveller accommodation.

Management information systems need to be put in place to collate the information necessary for performance measurement. Ideally, management information systems relating to the maintenance of Traveller-specific accommodation should be linked to other main elements of the housing service, e.g. tenancy updates, rents, lettings,

finance. Ideally, these could also be linked to ‘community’ based management information systems on, for example, tenant participation or community development initiatives. The overall management information system must relate directly to relevant performance indicators. These indicators should be easily collected, readily collated, clearly presented, and regularly reviewed. The system should aid problem solving and decision-making, and assist in policy formation.

Recent developments that have impacted on the entire local authority housing service also have implications for achieving successful management and maintenance of Traveller-specific accommodation. These include the following:

- The programme for the reform of the management of local authorities, particularly the establishment of Strategic Policy Committees (SPCs), to develop policy on each of the main functional areas within all local authorities. In most cases this process has included the establishment of a Strategic Policy Committee that focuses on the housing area and is supported by a Director of Housing Services.
- Initiatives to localise housing management structures and to include tenants in management decisions. The widespread development of these initiatives has brought about the transformation of traditional housing management practices in many local authorities. Tenant participation and estate management projects are some examples, which demand a new range of expertise from social housing staff and make them directly accountable to the customer. Initiatives of this type are also vital for the successful management and maintenance of Traveller-specific accommodation. Traditionally, estate management programmes have been absent in most Traveller-specific accommodation and therefore, initially, Traveller families may need additional support in this area.
- The recent expansion of the remit of the National Anti-Poverty Strategy (NAPS) to include local authorities. This has obvious implications for housing management, since local authority tenants are more likely to be living in poverty than any other section of the population. Under the terms of the NAPS, public agencies are required to ‘poverty proof’ their services, i.e. to ensure that they do not create or perpetuate existing inequalities and that they contribute to achieving a fairer distribution of resources and opportunities.
- The provisions of the Equal Status Act, 2000. This legislation outlaws discrimination in a range of areas including employment and the provision of goods and services and other opportunities to which the public generally have access, including housing services. Discrimination is described in the Act as ‘the treatment of a person in a less favourable way than another person is, has been or would be treated’. Nine distinct grounds for discrimination are identified:

gender, marital status, family status, age, disability, race, sexual orientation, religious belief and membership of the Traveller Community. The Act also determines that social housing providers have a duty to accommodate the needs of a person with a disability by providing special treatment or facilities if, without such special treatment or facilities, it would be impossible or unduly difficult for the person to avail himself or herself of the service. The adaptation and/or provision of Traveller-specific accommodation to meet these needs is covered by this legislation, and must be borne in mind when considering the development and adoption of good management and maintenance practices.

- The provisions under Part V of the Planning and Development Acts, 2000-2006. Local authorities can now require that up to 20 per cent of new residential developments are employed to meet social and affordable housing needs. As a result of this measure, in the future, increasing amounts of local authority housing will be situated in multi-tenure estates which could incorporate a mix of the following housing tenures: social housing provided by local authorities and/or by voluntary and co-operative housing providers, private rented housing and owner occupied housing. Such housing may also incorporate a growing number of Settled Irish and non-Irish tenants as well as Traveller tenants. Part V also stipulates that an agreement can be negotiated between the developer and the local authority to provide for the transfer of completed units of Traveller-specific accommodation.
- The provisions of the Local Government Act, 2001. This Act empowers local authorities to set up a separate 'community fund' to support specific community initiatives such as amenity, recreational, cultural or heritage facilities, environmental or community development, and social inclusion projects. The available evidence suggests that provision of communal facilities is significantly under-utilised for Traveller-specific accommodation, and that there is much greater scope for using this community fund.

The social partnership agreement, *Towards 2016*, committed all parties in local government to focus on continuous improvement in customer service, further enhancement of local democracy and the delivery of key infrastructure programmes. Local authorities therefore will seek to develop people capacity and organisational flexibility through the introduction of new ways of working, co-operation with civic groups and community groups, and encouraging the development of workforce skills and capabilities.

Finally, in developing programmes of good practice, local authorities should also take into account the following issues that are particularly relevant to the task of successfully managing and maintaining Traveller-specific accommodation.

- *Towards 2016* makes specific reference to meeting targets under the Traveller Accommodation Programmes. In addition, a National Traveller Monitoring Committee was established in 2007 with a view to implementing partnership agreement recommendations on Traveller accommodation issues, including Traveller-specific accommodation.
- Evidence suggests that poor maintenance and management in the past has contributed to problems in the current context. A greater focus on preventative management and maintenance can help to address issues before they arise. Moreover, this focus is necessary to ensure that the standards and quality of new or newly refurbished sites are maintained, to avoid the need for refurbishment and/or regeneration in the future.
- The Report of the High Level Group on Traveller Issues (DoJELR, 2006) makes a number of recommendations. It recommends the adoption of inter-agency plans and coordinated Traveller services, under the aegis of the County and City Development Boards. Local authorities should endeavour to ensure that these approaches are taken up and that efforts for inter-agency co-operation are promoted. It also recommends more use being made of the voluntary housing model by Travellers and calls upon local authorities to work closely with the Irish Council for Social Housing and Traveller organisations, with a view to establishing a pilot scheme in this area.
- As has been noted in other good practice guidelines, tenants are often best placed to identify problems, and solutions to these problems, in their estates. Tenants' active involvement in appropriate management and maintenance concerns can help to ensure sustainable and successful solutions over the long term. In addition, involving tenants can help to promote a sense of ownership among tenants in Traveller-specific accommodation.
- Historical patterns of interactions between the Traveller and Settled communities continue to affect current relationships. Not only are issues of trust and respect especially relevant here, but also there is a need to understand and clarify traditions and historical effects. Sufficient time needs to be invested to allow positive relationships to grow and flourish.



- Current difficulties in data collection and evidence-based working suggest a need for better and more proactive performance management tasks. Accurate and standardised record keeping is essential for assessing management and maintenance programmes and in devising appropriate responses. Comprehensive performance monitoring requires the use of a range of different types of information. This includes both ‘hard’ or factual data and ‘soft’ or opinion-based data. Examples of hard data are the number of Traveller-specific units provided with accommodation. Examples of soft data are surveys of the management and maintenance concerns of local Traveller tenants, or measurements relating to levels of satisfaction with current accommodation.
- Performance measurement should inform the ongoing review and, if appropriate, amendment of management and maintenance programmes and associated practices. It should also help to identify avenues for new approaches and practices.
- At the broader level, the lessons learned from the management and maintenance of Traveller-specific accommodation should inform the reform of all aspects of local authority housing management and maintenance. This process requires a commitment to change by all relevant staff, the provision of appropriate training and development, and adequate resources (financial and human, from both the DoEHLG and the local authority) to support these practices. Such practices should be underpinned by a flexible management ethos that is holistic and responsive to current and future needs of all tenants.
- At present, a number of challenges arise from the definition of Traveller-specific accommodation as a special needs category. Balancing appropriate, responsive, fair and just practices for all tenants – both Traveller and Settled – should be a long-term goal of local authorities.

## 1.4 Aims and Objectives of Good Practice

The primary aim of these guidelines is to help local authorities identify, improve and implement better systematic programmes of management and maintenance for Traveller-specific accommodation. A number of objectives will help to achieve this aim:

- achieve high standards of responsiveness and ensure accountability in the management and maintenance of Traveller-specific accommodation
- identify strategic issues, aims and objectives for the successful implementation of management and maintenance programmes
- devise appropriate and effective frameworks and practices to address strategic planning, design and provision, allocation issues, rent policy, service delivery and related effects on management and maintenance concerns
- implement and strategically manage a programme of planned activity
- co-ordinate the implementation and management of the programme with the other aspects of local housing management such as Litter Wardens and the Environment section; adopt a similar approach to managing relationships with other stakeholder agencies such as the Health Service Executive, the Gardaí and Traveller organisations
- maximise the efficiency and effectiveness of the staff deployed in this area by providing appropriate opportunities for training and development
- define clear and consistent roles and responsibilities for key management and maintenance tasks
- ensure that management and maintenance services, policies and procedures of Traveller-specific accommodation are in line with those of other standard local authority social housing
- promote awareness of the rights and responsibilities of both Traveller tenants and local authorities in the management and maintenance of Traveller-specific accommodation

- develop a range of performance measures with which to identify success factors and to enable effective feedback that allows obstacles to be identified and overcome
- strive to achieve high standards in all aspects of practice and delivery, especially with a view to sustaining communities, addressing quality of life issues, and achieving well-built, sustainable accommodation

## **1.5 Achieving Good Practice**

These guidelines are not intended to be an all-embracing guide to the management and maintenance of Traveller-specific accommodation. Each local authority must decide on the specifics of its own approach, having regard to national and local contexts. These will include the size and type of the Traveller-specific accommodation stock and the requirements of the local housing environment.

The aim of these guidelines is to identify common key success factors and to use these to develop 'Good Practice Recommendations' for improvements in current practice. These recommendations identify a base-line level of service that local authorities should achieve in order to foster successful Traveller-specific accommodation and create a high standard of management and service delivery. In addition, the guidelines include a number of 'best practice' suggestions that local authorities might wish to implement in order to achieve excellence in these areas.

## SECTION TWO

### Strategic Management



## 2.1 Introduction

The introduction to these guidelines highlighted the importance of management and maintenance for the success of Traveller-specific accommodation. It also outlined some of the key challenges and issues to consider for achieving successful programmes of management and maintenance for both existing and future Traveller-specific accommodation.

In order to meet these challenges, local authorities need to adopt a more strategic approach to the management and maintenance of Traveller-specific accommodation. This section focuses on the steps necessary to plan and develop strategies for the management and maintenance of such accommodation. The first step in developing a programme of activity is to determine the current context and profile of the local authority's Traveller-specific accommodation. Based upon this assessment, management and maintenance strategies can be developed which should outline the authority's approach and detail action to be taken to achieve good standards in the management and maintenance of Traveller-specific accommodation.

## 2.2 Establishing the Current Profile of Traveller-Specific Accommodation

The first step in planning and developing strategies for the management and maintenance of Traveller-specific accommodation is to identify the key characteristics of such accommodation within the local authority area. These will provide the current profile in which the management and maintenance of Traveller-specific accommodation is operating. There are four main aspects to consider when developing and describing the current profile of Traveller-specific accommodation:

- physical condition and standards
- tenancies
- practice and delivery concerns
- demographic, social and cultural characteristics – plans for future needs and Traveller tenants' expectations for the future are also included here

### GOOD PRACTICE RECOMMENDATION No.1

#### Identifying Sources of Information

Information for identifying the key characteristics of Traveller-specific accommodation is available through a number of existing sources:

- experience and learning of relevant staff
- needs assessment undertaken for the Traveller Accommodation Programmes – especially for details on current and future needs
- DoEHLG Annual Counts of Traveller Families – especially for details on occupancy
- information submitted to the DoEHLG for other purposes, e.g. as part of proposals for refurbishment
- information collected for other housing and/or management or financial purposes within the local authority; may be of use for identifying some key characteristics, e.g. rent levels or costs for management and maintenance
- information on ethnic or cultural background, available in Volume 5 of Census 2006; can be of assistance in determining the resident population of Travellers, the local age profile and rate of household formation, and hence likely future needs (see [www.cso.ie](http://www.cso.ie))

- local information available in publications of community organisations or databases of other service providers
- new data collection strategies for Traveller services, including accommodation, currently being drawn up by the High Level Group on Traveller Issues (as noted in its report, DoJELR, 2006)
- local knowledge available from Traveller tenants; especially useful for identifying social, cultural and quality of life characteristics (e.g. satisfaction with accommodation, use patterns of community facilities)

#### GOOD PRACTICE RECOMMENDATION No.2

#### **Conducting a Needs Analysis and/or Social Audit**

In addition to the above existing sources of information, local authorities may also want to conduct a needs analysis and/or social audit to capture more detailed information on the current profile of their Traveller-specific accommodation. A decision to do so will be based on, for example, existing sources of information, resources and skills of relevant staff, timeframes, and the size of their Traveller-specific accommodation.

Table 2.1 gives suggestions for ways to conduct a needs analysis and a social audit. It also outlines the advantages and disadvantages of doing so.

It is important to note that a needs analysis and a social audit are not exclusive. There are many definitions and methods in the literature, and depending on how these are carried out, there may be significant overlap in the type of information they collect. For the purpose of developing a profile of Traveller-specific accommodation, it is suggested that:

- a needs analysis would, for example, focus on physical characteristics and have more structured approaches to collect ‘hard’ data (e.g. number of bays and group houses, number of offers of accommodation, location and standards of current provision etc). Effectively, the needs analysis captures the local authority’s current provision of Traveller-specific accommodation
- social audits would have more detailed information on, for example, tenants’ quality of life and satisfaction with accommodation, provision and use of community facilities, and other ‘soft’ data. Social audits provide a way of capturing tenants’ perspectives on the current profile of Traveller-specific accommodation.

Table 1  
Conducting a Needs Analysis and/or Social Audit

Needs Analysis	TYPES OF DATA	WHO DOES IT?	HOW IS IT DONE? (DATA COLLECTION METHODS)	ADVANTAGES/ DISADVANTAGES
	Provides information relating to physical stock, tenancies and practice and delivery characteristics of current profile	Local authority (all staff)	Examine ways of re-directing existing sources to provide information on key characteristics (see Checklist below)	Targets and collects precise data needed to develop profile
	Provides information relating to plans for future needs	Other service providers	Develop new data collection strategies, using, for example,	Brings together and uses multiple sources of data to provide greater detail of profile
		Outside consultants/researchers	TAS indicator system and survey (see Appendix B)	Analysis results can be distributed to other stakeholders as part of implementation of management and maintenance strategies
			High Level Group strategies (when developed)	May require some training
			Draw upon methods from other Irish sources <sup>1</sup>	May require resources to develop relevant data sources and collection methods
			Draw upon methods from Northern Ireland, UK, Scotland <sup>2</sup>	



Social Audit	Provides information relating to social, cultural and related characteristics  Provides information on tenants' perspectives on what they would like to have happen	Local authority (trained research staff)  Outside consultants/researchers  Traveller tenants (with appropriate training)	AS Indicator System (see Appendix B)  Questionnaires and open-ended surveys  Focus-groups  One-on-one or door-to-door interviews or contacts  Draw upon methods from other Irish sources (as above)  Draw upon methods from Northern Ireland, UK, Scotland (as above)	Targets and collects precise data needed to develop profile  Brings together 'soft' data to develop tenants' perspective on key issues  Analysis of this information can guide better consultation and results  Will require training  Need to ensure expressed views are representative  Need to protect respondents' identity  Need to be clear about and communicate purpose of audit to all stakeholders  Outside researchers/consultants will require resources and strong LA guidance

1. See, for example:

- O'Sullivan (2005) Are you a country man? Athrú Social Research Consulting and St. Catherine's Community Services Centre, Carlow
- Clare County Development Board (2005) Strategy for the co-ordination of public services to the Traveller community in Clare 2005-2008, Clare County Development Board, Ennis
- Department of Health and Children (2001) Traveller Health - A national strategy, Government Stationary Offices, Dublin
- Limerick City Development Board (2005) Limerick City interagency action plan for Traveller services, Limerick City Development Board, Limerick City
- Wexford County Development Board (2003) Social Inclusion Measures Working Group paper assessing service provision for Traveller families in County Wexford, Wexford County Development Board, Wexford

2. See, for example:

- Northern Ireland Housing Executive (2002) Travellers Accommodation: Needs assessment in Northern Ireland, Housing Executive, Belfast
- School of the Built Environment Heriot-Wat University (2004) An assessment of the housing needs and aspirations of Gypsies/Travellers in Tayside, Communities Scotland, Edinburgh
- Communities Scotland (2006) Services for Gypsies/Travellers: a follow-up study 2005/6, Regulation and Inspection Section, Communities Scotland, Edinburgh.

### Identifying Key Characteristics of Traveller-Specific Accommodation

Whatever the source and methods for identifying key characteristics, the current profile of Traveller-specific accommodation should include a number of key areas. Broadly speaking, these might include:

- the history, conditions, built quality and provision of facilities and infrastructure
- sites or houses targeted for major change
- the situation of sites/ group housing within the wider built environment, e.g. access to services and public transport, proximity to town or city centres, and related concerns
- profile of current tenants (both individuals and families)
- potential changes in the status of tenancies: rate of household formation, who will be tenants soon (based upon future needs), and the family dynamics which can impact upon the stability of existing tenancies
- Traveller tenants' perspectives on the current profile of such accommodation – helps to identify targets for improving satisfaction levels with current accommodation, quality of life concerns, better communication and consultation outcomes, and more productive relationships
- allocation practices and policies and the management of waiting lists for Traveller-specific accommodation
- existing management and maintenance programmes, for example on-site or off-site caretaker hired directly by the local authority, independent contractors or Travellers on-site

- supporting housing management policies for Traveller-specific accommodation, e.g. rent policy and collection, waste management, managing vacant bays, anti-social behaviour policy
- procedures for evidence-based working, namely in the collection and use of data to inform strategic and day-to-day practices and service delivery

Local authorities may wish to consult the checklist for mapping the current context, provided in Table 2.

**Table 2**  
**Characteristics of Traveller-Specific Accommodation**  
**Checklist for Mapping Current Context**

### **Conditions and status of the existing physical stock**

- number of bays and/or group houses in total
- number of bays and/or group houses occupied
- number of bays and/or group houses vacant
- number of bay and/or group houses derelict and/or abandoned
- age and location of existing Traveller-specific accommodation
- layout of existing Traveller-specific accommodation, including density, size of bays/houses
- status of existing halting sites (number of permanent, temporary, transient, unauthorised sites; and plans, if any, for regeneration, refurbishment, expansion or other major change to some or all of existing sites)
- status of existing group-housing (group houses with or without bays; on own or as part of a halting site, plans, if any, for regeneration, refurbishment, expansion or other major change to some or all of existing stock)
- status of transient sites (if present, what future plans; if not present, reasons for non-provision)
- provision and state of repair/condition of structures
  - » physical stock (group houses) and amenity bays – heating, insulation, signs of dampness, plumbing
  - » emergency equipment
  - » amenities, community buildings, and open spaces
  - » boundaries
  - » entrance and access points
  - » public lighting, CCTV and surveillance of open spaces

- » services on-site: ESB, water supply, waste management facilities, gas, telephones, etc
- » Traveller-specific facilities: spaces for economic activities, animals, family dynamics
- » evidence of anti-social behaviour
- Traveller-specific accommodation in need of refurbishment/regeneration, and reasons for decline

### **Conditions and status of tenancies**

- total population of Traveller tenants
- number of families accommodated
- family size, structure and extended family networks on each site/ in group-housing
- number of families awaiting accommodation
- number of families expressing preferences for different accommodation
- number of families currently accommodated in non Traveller-specific accommodation who are awaiting or have expressed a preference for Traveller-specific accommodation
- projected future need, based upon demographic information as well as identification of special needs, if any
- allocation protocols, housing waiting list priorities, tenancy agreements
- typical length of tenancies in each site/ group house
- time to re-let houses/bays

### Management and maintenance practices

- approaches to management and maintenance: defined tasks, roles and responsibilities of caretakers and/or other specialist staff
- presence of these staff on-site
- interactions of these staff with tenants
  - » frequency (several times a day, daily, weekly, only when needed)
  - » nature (for day-to-day repairs, extraordinary situations, etc)
- interactions with other local authority staff
  - » reporting relationships
  - » support networks
  - » inter-agency work, if any
- staffing profiles, including supporting staff, plans for new staff, staff turnover, staff training and development, workloads (i.e. are they for Traveller-specific accommodation only, or do they have other duties?), description of duties, time spent on-site, time to conduct duties, when and where duties conducted
- current cyclical and point-in-time management and maintenance programmes
- costs of such programmes; if available, by site and by programme
- repair response times, repairs carried out, and reasons for needed repairs
- procedures for 'emergency' or 'extraordinary' scenarios
- procedures for dealing with delays or obstacles in achieving existing targets
- rent assessment and collection procedures, rent arrears, operation of loans and grants schemes, costs of these, repayment procedures and arrears
- data sources and data collection methods for guiding practice and delivery
- presence and operation of estate management programmes and residents' associations: purpose, how often they meet, who are involved, functions

- nature and frequency of involvement of other local authority supporting staff in management and maintenance tasks (tenant liaison officers, tenant enforcement officers, community development workers, etc)
- nature and frequency of involvement with other service providers in addressing issues, if any, and relationships between these providers and local authority

### **Social, cultural and related characteristics**

- length of tenancy of individual residents and/or families in each site/ group housing
- levels of tenant satisfaction with current accommodation and plans, if any, to leave accommodation and why
- expressions of interest in alternative accommodation and/or changes to current accommodation
- current protocol around Traveller-specific considerations in practices and service delivery (e.g. are commonly delivered housing services such as rent collection different for Traveller tenants?)
- experiences of and protocols around Traveller-specific considerations by other service providers
- family dynamics, gender and age differences in expressed accommodation preferences, patterns of movement
- perceptions of tenants' quality of life: tenants' ratings of safety and security, access to services and officials, perceived freedom of movement; perceived choices around and for accommodation options; perceptions of if and how well needs are being met, sense of ownership and of involvement in key issues, perceptions of if and how well management and maintenance issues are being met
- perceptions of staff quality of working life: Traveller accommodation staff ratings of safety and security, access to and involvement of tenants in key concerns, management and role of expectations, organisational support, capacity to act, time constraints and workloads, perceptions of if and how well management and maintenance issues are being addressed

## 2.3 Assessing the Current Profile of Traveller-Specific Accommodation

Once the current profile of Traveller-specific accommodation has been developed, the next step is to analyse and assess this information. There are two elements to this assessment:

- The first step is to define standards around each of the key characteristics described in Section 2.1. How these standards are defined, at present, is up to each local authority. However, the development of national standards around Traveller-specific accommodation is a recommendation put forward by the TAS research report (Treadwell Shine et al, 2008). Unless and until these national standards are developed, sources of information and guidance are suggested here which local authorities may wish to consult to develop standards for Traveller-specific accommodation in their area.
- Once the standards have been defined, the next step is to examine whether the authority's Traveller-specific accommodation is meeting these standards. Identifying existing good practices and gaps in meeting current standards should then assist local authorities in deciding upon an implementation approach for addressing key management and maintenance concerns.

### GOOD PRACTICE RECOMMENDATION No.4

#### Identifying Sources for Standards for Traveller-Specific Accommodation

As noted, pending the development of national standards for Traveller-specific accommodation, it is primarily the responsibility of local authorities to decide how best to develop appropriate standards. However, existing guidance for standards in the area of Traveller-specific accommodation is outlined in legislation and policy documents such as:

- DoEHLG guidelines for all types of Traveller-specific accommodation
- DoEHLG circulars and memos in this area



- the provisions of existing statutes in the Housing (Traveller Accommodation) Act, 1998, which gives brief instructions on conducting needs assessment as part of the Traveller Accommodation Programmes; and provides that “‘sites with limited facilities’ for temporary, short-term use, should have sufficient water, facilities for solid and liquid waste disposal and hard surface parking areas for caravans’
- the provisions of existing statutes in the Irish Criminal Justice (Public Order) Act 1994 as amended by Section 24 of the Housing (Miscellaneous Provisions) Act 2002, originally intended to deal with large illegal and unauthorised encampments. Such provisions are increasingly used to deal with Traveller-specific unauthorised and/or illegal encampments, and to reduce the number of families living on the roadside

In addition, the following sources can provide suggestions for developing standards:

- measures outlined in Delivering Homes, Sustaining Communities (DoEHLG, 2007), which focus on improving service delivery and makes specific reference to the need for improved management and maintenance practices, for Traveller-specific accommodation
- data collection methods currently being developed by the High Level Group on Traveller Issues; may assist in identifying targets for developing and defining standards
- measures regarding service delivery, contained in the Traveller Health: A National Strategy (Department of Health and Children, 2001) and in Planning for Diversity: The National Action Plan Against Racism 2005-2008 (DoJELR, 2004); also targets in the National Partnerships agreements and in the National Action Plans against Poverty and Social Exclusion (NAPincl)
- material produced by local authorities and other bodies, for example Dublin City Council’s document on anti-social behaviour and Traveller accommodation (Dublin City Council, 2005), needs assessments (for example, in Carlow County Council), allocation procedures (for example, by Limerick City Council) and service delivery (for example, Clare County Council).
- material produced by other service providers, Traveller organisations and other bodies that can help in identifying key issues on which to base standards

### Developing Standards at Local/Regional Level

Following on from the guidance in the above source material, it is then necessary to determine how to develop appropriate standards and who should be responsible for developing these. Local authorities have several options; they can use one or a number of these:

- Draw upon existing knowledge and skills of local authority staff to develop appropriate standards that are at least in line with statutory requirements, general housing management and other local authority housing protocols.
- Bring together adjacent local authorities and collectively determine a set of standards, using the key characteristics of the above Checklist as a guide. This process will result in a regional approach to standards, which is useful because many Traveller tenants travel between adjacent local authority areas.
- Use formal mechanisms such as the LTACCs to draw up collectively agreed-upon standards. This process would have to be well-managed and mediated so as to ensure productive outcomes. Outside mediators and/or consultants could be of use. The benefits of involving LTACCs are that it can enhance their role in supporting good practices and service delivery, and developed standards are ones that all stakeholders agree upon. A sub-group of the LTACC could also be developed specifically to facilitate the development of standards.
- Use Social Inclusion Units, County/City Development Boards, and other service providers, to bring in wider perspectives on Traveller issues. They may also be willing and able to collectively develop standards. This will require the local authority to take a leadership role, to ensure that such standards are in line with its statutory capacities and that the focus remains on accommodation concerns. However, this process would be useful to bring together both the 'physical' aspects of housing practice and delivery, and social, cultural and wider 'quality of life' type concerns around housing.

- Use external experts and/or consultants with expertise in the development of indicators and other standards. Local authorities or other local stakeholders may be aware of community planners or other researchers with relevant expertise. Communities Scotland, the Northern Ireland Housing Executive and the OPDM in the UK have expertise in this area and can be a useful starting point. The benefit of such a process is that lessons can be learned from other contexts, and innovative standards can be developed. However, external experts may not always be familiar with Irish Traveller Accommodation issues. Likewise, materials used in other contexts may not be adaptable to the situation of Irish Travellers

#### GOOD PRACTICE RECOMMENDATION NO.6

##### **Determining Standards for Traveller-Specific Accommodation**

Once appropriate standards are defined, the next step is to assess if the authority's Traveller-specific accommodation is complying with these standards. If the standards are not being met, local authorities should be able to easily identify which of the key characteristics are not being met and in which areas. For example, analysing the gaps between standards and identified key characteristics can point to site-specific or tenant-specific difficulties. They can also help to identify more widespread difficulties in the physical stock or in housing management policies, e.g. allocation policies or rent policies for Traveller-specific accommodation.

## 2.4 Developing Management and Maintenance Strategies

The final step in planning the management and maintenance of Traveller-specific accommodation is to draw up appropriate management and maintenance strategies, based upon the local authority's assessment of the current profile. These strategies are essentially an action plan that will provide a framework for the strategic management of Traveller-specific accommodation.

These strategies should address the following issues:

- provide a statement that the local authority is committed to fulfilling its responsibilities with regard to the management and maintenance of Traveller-specific accommodation
- provide details of the authority's defined standards for the management and maintenance of Traveller-specific accommodation
- identify procedures for Traveller-specific accommodation that are below the defined standards; this could be focused on one particular area, e.g. waste management, or could require the refurbishment of a site/group housing scheme
- provide procedures for managing, staffing and funding actions necessary to support management and maintenance standards
- provide details of services and policies on allocation, rent policies, tenancy/licence agreements, waste management, Traveller economy and dealing with anti-social behaviour
- outline provisions for greater involvement of Traveller tenants in the management of the accommodation
- identify procedures for ongoing review and monitoring of Traveller-specific accommodation
- outline provisions for planning future needs and creating sustainable communities

#### GOOD PRACTICE RECOMMENDATION No.7

##### **Involving Stakeholders in Management and Maintenance Strategies**

- Management and maintenance strategies for Traveller-specific accommodation should be developed in co-operation with other relevant organisations such as the LTACC, the local authority Social Inclusion Unit, the Gardaí, the Health Service Executive, and Traveller organisations. Local authorities should also ensure that Traveller tenants play a role in the development of such a strategy.

#### GOOD PRACTICE RECOMMENDATION No.8

##### **Performance Indicators**

In common with all aspects of local authority housing management the establishment of a system of performance indicators plays a key role in achieving good practice in the management of Traveller-specific accommodation. To do this, local authorities will need to develop a range of indicators and targets on which they should report at least annually. It is only through a rigorous programme of self-evaluation that an organisation can critically assess its own success or otherwise and take corrective action.

In order to achieve good practice in the management and maintenance of Traveller accommodation, local authorities should, for example:

- carry out annual assessments of all Traveller-specific accommodation in the area, using defined standards (as outlined above), and compare the standards with that of the assessment from the previous year
- monitor the number of complaints received from Traveller tenants regarding standards of accommodation
- record the number of vacant/derelict bays or group houses
- record average time taken to re-let bay or group houses
- monitor the number of repairs completed and response rates to these repairs as a percentage of valid repair requests
- identify the proportion of rent collected and the levels of rent arrears

Further examples of performance indicators are suggested throughout these guidelines.

## SECTION THREE

# Implementation



### **3.1 Introduction**

Section Two of these guidelines focused on the drawing up of management and maintenance strategies. It outlined the steps necessary to develop and then assess the current profile of Traveller-specific accommodation. It emphasised a variety of information sources to assist with the profiling of Traveller-specific accommodation and highlighted sources and suggested examples for developing standards of Traveller-specific accommodation at the local level. It also emphasised the importance of consulting stakeholders, setting targets and identifying actions to achieve these targets when developing a management and maintenance strategy.

This section looks at the first stage of implementing management and maintenance strategies, namely those key factors that are crucial to support good practices and services. It focuses on the importance of good design aspects for future management and maintenance in both new Traveller-specific accommodation and existing accommodation that has been targeted for improvements – refurbishment of whole or part of site/ group housing scheme. It emphasises the need to establish management arrangements that outline clear roles and responsibilities for management staff. It also identifies the need for clear and transparent housing management policies for Traveller-specific accommodation. These include allocation policy, licence agreements, pre-tenancy training and rent policy.

### **3.2      Getting the Accommodation Right: Designing Traveller-Specific Accommodation**

Appropriate design and standards are vital for the success of Traveller-specific accommodation. Well-designed Traveller-specific accommodation offers value for money in the long term and makes the future management and maintenance of such accommodation easier.



**Traveller-Specific Accommodation Design**

- Local authorities should consult with a range of stakeholders on the design and provision of Traveller-specific accommodation, for example the LTACC, the local authority Social Inclusion Unit, the Gardaí, the Health Service Executive, and Traveller organisations. Including Traveller tenants in the design stages is also vital; it helps maintain good relationships once the accommodation has been provided and encourages ownership of the accommodation. However, it is essential to manage expectations and determine what is achievable from the outset, having particular regard to cost.
- In order to achieve good practice in the design of Traveller-specific accommodation local authorities should consult the guidance from the Department of the Environment, Heritage and Local Government on the design and layout of Traveller-specific accommodation.
- When designing new Traveller-specific accommodation or improving existing accommodation, local authorities may wish to consider the checklist for design and layout in Table 3.

**Table 3:**  
**Design of Traveller-Specific Accommodation**  
**Checklist of Features**

**Location**

- The location should be accessible to services including schools, employment, health services and shops
- The land should be suitable for development, for example not close to large electricity pylons, rubbish dumps or areas with high risk of flooding
- The location should not be isolated and should encourage integration with local settled community

**Fire Regulations**

- The size of the site should normally allow for a maximum of ten families, unless there is evidence to support the need for a larger site, e.g. to accommodate members of same family
- Spaces that are not allocated for a specific use should be avoided
- The presence of a site entry barrier will discourage unauthorised encampments
- The site should have clear boundaries which prevent expansion while also keeping with more open environment, e.g. hedges or low walls
- There should be clear low boundaries between each bay

- Bays should have at least an area of 234m<sup>2</sup> and be capable of accommodating a minimum of 2 caravans and 1 motor vehicle (as per DoEHLG guidance)
- The distance between caravans should be at least 6 metres
- Individual metres for electricity should be provided
- Portable fire extinguishers should be placed at appropriate locations throughout the site
- Service units should have (as per DoEHLG guidance):
  - » a minimum floor area of 30m<sup>2</sup>
  - » a hard surface of a suitable, hard-wearing material
  - » an adequate water supply system, including provision for hot water supply, a bath or shower and WC
  - » plumbing for washing machine/dryer
  - » connection to sewer or other drainage disposal
  - » food preparation/cooking area including sink, drainer and worktop
  - » electricity points for cooker, washing machine/dryer
  - » telephone connection
  - » plumbing that is concealed
  - » a high standard of durability in walls and floors

### Group Housing

- There should be consultation between local Traveller and Traveller representatives to decide on issues such as design features, boundary treatment, facilities and services to be included, e.g. keeping of caravan
- Houses should be functional, and provide pleasant and suitable living environments
- Regard should be given to traditions and customs and other characteristics in the area, e.g. extra space, house types, fuel type for heating
- Layout should provide greatest possible degree of natural security, with public areas overlooked
- Space should be incorporated for Travellers visiting residents in the group housing scheme
- The housing should comply with Part M (Access for people with disabilities) of Building (Amendment) Regulations 2007
- Standards for external and internal features should comply with building regulations, e.g. structural stability, fire safety, hygiene, ventilation

### Facilities

- There should be adequate public lighting, having regard to size and density of site/ group housing scheme
- The site/group housing scheme should be adaptable and disability proofed
- There should be provisions for drying clothes in each individual bay/ group house
- Waste disposal arrangements should be in place for each individual bay/group house
- Pedestrian footpaths and road traffic calming measures should be provided
- Additional vehicle parking facilities should be provided
- There should be a children's play area, having regard to the number of children likely to be in accommodation
- Where play areas are provided these should be visible from bays and be designed for safe play
- Office should be provided for caretaker at entrance; these facilities can also be used for meetings with visiting social workers, public health

### 3.3 Management Programmes for Traveller-Specific Accommodation

Management programmes for Traveller-specific accommodation vary between local authorities. The design, layout and, in some cases, the isolated location of Traveller-specific accommodation often requires it to have more direct and intensive management programmes than is the case for local authority social housing. The most common approach used is the employment of caretakers directly by the local authority. Other approaches to the management of Traveller-specific accommodation include the employment of Travellers-on-site or independent contractors. However, these approaches would be less popular management arrangements. Some Traveller-specific accommodation options have full-time caretakers, others have caretakers who make regular, usually daily, visits to the site/ group housing scheme. These caretakers would usually have responsibility for a number of sites/ group housing schemes in the local authority area.

Good management and maintenance programmes will:

- ensure the continuing upkeep of good standards
- facilitate greater satisfaction and quality of life for residents and contribute to tenancy sustainability
- produce more cost-effective and productive outputs, contributing to overall sustainable and successful outcomes
- allow for a focus on those sites, tenancies and/or service aspects that need most attention, freeing up financial and human resources and ensuring resources are targeted appropriately
- facilitate tenants' involvement in, sense of belonging to, and ownership of their accommodation
- facilitate reviews of progress and improvements in programmes, identify emerging issues and decide upon ways forward
- provide methods for addressing issues in relation to 'difficult' accommodation scenarios, without losing sight of the wider targets of management and maintenance strategies

When choosing the type of management programme to be adopted for each site/ group housing scheme it is important to consider the current standards and operation of Traveller-specific accommodation.

A full-time on-site caretaker may be relevant, initially, for new Traveller-specific accommodation, on larger sites or on sites where there are currently management problems. The presence of a full-time caretaker on successful Traveller-specific accommodation may be unnecessary, represent bad value for money and lead to dissatisfaction/tension with Traveller tenants.

An off-site caretaker is more appropriate for smaller sites/ group housing schemes or for sites/ group housing schemes that are operating effectively with Traveller tenants' involvement in the management of the accommodation. In Traveller-specific accommodation that is self-managing, caretakers might only visit the site when contacted. Other sites/ group housing schemes may require more frequent visits – daily or sometimes twice daily.

The employment of a Traveller as a caretaker may be considered as Travellers are well placed to understand and meet the needs of other Traveller tenants. When deciding on this option local authorities should take particular account of family relations in the Traveller-specific accommodation. In order to achieve good practice for Travellers employed as caretakers it might be necessary for them to manage other Traveller-specific accommodation in the area to avoid possible family bias leading to tensions in their own accommodation.

The advantages and disadvantages of the caretaker model verses a general local authority management and maintenance staff approach are summarised in Table 4.

#### BEST PRACTICE SUGGESTION NO.1

##### **Emergency Details**

Local authorities should decide upon procedures to be taken in the case of an emergency situation outside of office hours. Traveller tenants should be well advised of these procedures. Emergency contact details should also be provided to Traveller tenants. This might include a list of local service providers, e.g. the local Gardaí, the local fire brigade.

**Table 4**  
**Advantages and Disadvantages of the Caretaker Model verses the**  
**General Local Authority Management and Maintenance Staff approach**

	Advantages	Disadvantages
Caretakers	<p>Can assist in identifying emerging issues and responding quickly to ‘emergency’ situations</p> <p>Can assist in supporting specific sites/tenancies that require differential responses</p> <p>Can help to build up positive relationships, between service providers and tenants, and between tenants</p> <p>Can assist in the initial intensive supports that may be necessary for new/changes in tenancies, improving chances for tenancy sustainability</p>	<p>Can work against Traveller tenants’ sense of ownership, self-sufficiency</p> <p>Poor working relationships can negatively impact upon potential for successful outcomes</p> <p>Can be resource-intensive and contribute to selective management and maintenance practices (e.g. concentration on specific tasks to the detriment of others, because of time constraints)</p> <p>Can contribute to perceptions that such specialised management staff is necessary because all Traveller-specific accommodation is difficult to manage and maintain</p> <p>Can be expensive, especially if used on a long-term basis</p> <p>Often relies on working relationships with specific tenants, which can exclude other tenants and hinder attempts to achieve consistency</p> <p>Can work against integration of Traveller-specific accommodation as part of sustainable communities</p>
Local Authority management and maintenance staff	<p>Focuses on good local authority management and maintenance services generally, helping to achieve consistency</p> <p>Situates the management of Traveller accommodation within the broader range of LA management programmes, increasing residents’ sense of ownership and self-sufficiency</p> <p>Can draw upon the positive experience and learning of Traveller accommodation staff to address management concerns but gives space for them to concentrate on other aspects of Traveller-specific accommodation practice and delivery</p>	<p>May be difficult to adapt responses to Traveller-specific characteristics</p> <p>May make it difficult to develop appropriate short-term responses to specific tenancies and/or sites</p> <p>Current practices may work against developing proactive and timely responses to Traveller-specific emergency, extraordinary or difficult situations</p>

### **Caretaker Roles and Responsibilities**

Caretakers should have clearly defined roles and up-to-date job descriptions. The caretaker roles may include the following:

- basic-upkeep of site, including waste management/litter control and tidying
- dealing with basic repairs on-site, painting, grounds-keeping
- ensuring that contractors carry out high-standard work on larger repairs
- monitoring and upkeep of vacant bays/ group house
- access to barriers, communal facilities and fire equipment
- ensuring that all medical and fire equipment is in date
- advising Traveller tenants on welfare benefits and entitlements
- ensuring that Traveller tenants adhere to tenancy/licence agreements
- collecting rent and the sale of electricity cards (where relevant)
- providing assistance to Traveller tenants with correspondence and filling out forms
- dealing with unauthorised encampments
- reporting anti-social behaviour
- recording information on the above duties
- conducting regular weekly/monthly inspections on the site/ group housing and, following this, producing maintenance reports
- liaising with other service providers, for example social services, public health nurse and Gardai
- encouraging Traveller involvement in estate management
- assisting in the delivering of the management targets set out in the Traveller Accommodation Programmes

#### GOOD PRACTICE RECOMMENDATION No. 11

##### **Caretaker Skills/Attributes**

When employing a caretaker, local authorities should require the following skills:

- excellent negotiation, interpersonal and communication skills
- broad understanding of cultural differences and issues
- general knowledge of the housing system relating to Traveller accommodation
- general knowledge of the welfare system
- literacy and IT skills including Word, Excel and bookkeeping

#### GOOD PRACTICE RECOMMENDATION No.12

##### **Caretaker and Traveller Accommodation Staff Training**

- Appropriate training on Traveller accommodation issues should be provided for caretakers. Training should also be provided for other staff working with Traveller accommodation or those carrying out social housing maintenance work who are likely to meet Traveller tenants in Traveller-specific or standard local authority housing.
- This training should include background information on Traveller culture and tradition. In order to aid with the design of training programmes for caretakers and other maintenance staff, a checklist for appropriate topics for inclusion is set out in Table 5.



**Table 5**  
**Training for Caretakers/ Traveller Accommodation Staff:**  
**Checklist of Topics**

<p>Training should involve familiarisation with the following:</p> <ul style="list-style-type: none"><li>■ the history of Irish Travellers</li><li>■ culture and traditions including the Traveller economy and nomadism</li><li>■ a profile of the Traveller Community in the local authority area(s) by type of accommodation</li><li>■ relevant legislation relating to Traveller accommodation</li><li>■ details of the local authority’s policy statements and procedures that make reference to or have implications for Travellers, including the authority’s policy on discrimination</li><li>■ details and targets set out in the local authority’s Traveller Accommodation Programme</li></ul> <p>Arrangements should be made for local authority office staff working in the area of Traveller accommodation to visit the site/ halting sites to get an understanding of the conditions/issues on the ground. Alternatively, photographs can be taken to serve this purpose.</p> <p>Caretakers should receive training in negotiation skills, mediation, health and safety, first aid, and the management of aggression and violence.</p>
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### 3.4 Allocating Traveller-Specific Accommodation

Good management in the allocation of bays/houses is essential for the successful operation of Traveller-specific accommodation. The majority of local authorities operate flexible allocation policies for Traveller-specific accommodation. In general, most local authorities do not have a formal written allocation policy. Instead, Traveller-specific accommodation is offered on a more informal basis. A lack of formal allocation policies can have serious implications for the management and control of Traveller-specific accommodation. There should be clear and transparent published allocation procedures for bays/ group houses, comparable to the allocation policies in standard local authority housing.

#### GOOD PRACTICE RECOMMENDATION No.13

##### **Formal Allocation Policies**

- In order to achieve good practice in the allocation of Traveller-specific accommodation, allocations should be made on a similar basis to the authority's standard scheme of letting priorities.
- The policy for allocating Traveller-specific accommodation should be consistent across all Traveller-specific accommodation in the authority's area.

**Table 6**  
**Case Study: Development of an Allocation's Policy**

In 2002, an inter-agency group was established in response to incidents of serious anti-social behaviour in a group housing scheme in Dublin City Council. The group identified a lack of clear and transparent allocation policies in Traveller accommodation as a contributor to this behaviour. On foot of this a working group was formed to develop a pilot scheme of letting priorities for Traveller accommodation.

This scheme was piloted in January 2004 and was based on the standard scheme of letting priorities but was amended to take account of additional criteria relevant to Traveller accommodation, for example:

- points were allocated if the applicant lived in trailer accommodation and was not deemed to have an appropriate place to park the trailer
- points were allocated if the trailer was in poor condition and the applicant was seeking group housing
- Traveller applicants were able to choose specific sites or group housing schemes as opposed to geographical area

In order to balance transparent allocation policies and compatibility with social and family networks it was decided that units would be offered to applicants on the basis of their points or priority under the scheme. However, non-compatibility would be accepted as a good reason for refusing an offer of accommodation, but this decision should rest with the applicant. Despite initial challenges associated with moving to a more formal system of allocation policies, the scheme of letting priorities for Traveller accommodation is now fully operational in Dublin City Council.

### **Application Forms**

- Application forms for inclusion on the waiting list for Traveller-specific accommodation should be clear, simple and in plain language. The caretaker, Traveller Liaison Officer or other dedicated local authority official should provide assistance, where required, in filling in application forms for Traveller-specific accommodation.

## **3.5 Rent Policy**

Rent for Traveller tenants in group housing schemes is determined on the basis of income by the local authority's differential rents scheme. The differential rent scheme does not apply to Traveller tenants in halting site accommodation. Instead local authorities tend to use flat-rate charges when determining rent for halting sites. Weekly rent for Traveller-specific accommodation does not take into account the Traveller tenant's income or family size. In general, the rent paid by Traveller families on halting sites is significantly lower than rent levels of tenants in standard local authority housing and group housing schemes. However, rents for halting site bays vary considerably both between local authority areas and between halting sites within the local authority area.

Rental income provides the main source of funding for the management and maintenance of local authority housing accommodation. As such rent collection and the recovery of rent arrears directly affects the quality of service provided to tenants. Good practice in rent assessment and collection is vital for good management and maintenance programmes in Traveller-specific accommodation.

### **Rent Assessment**

- When determining rent levels for halting sites, local authorities should consider:
  - » the conditions/facilities on-site that are being offered
  - » a review of rents levels for halting sites in neighbouring areas
  - » the fact that Traveller tenants also have to purchase or rent a caravan
- Rent levels should be transparent and equitable and the conditions attached to the rent payable should be similar to those in standard local authority housing.
- For halting sites in the local authority area with full facilities and that are well maintained a standard rent level or approach should be applied to each site. An example of a standard approach might be to charge 50 per cent of differential rent per bay.
- Local authorities may wish to consider applying a small reduction to the differential rents charged to those in group housing schemes as they are not permitted to purchase the house at a discount under the Tenant Purchase Scheme – an option that is available to tenants in standard local authority housing.
- Traveller tenants should be informed of how the rent level was determined and what services/facilities they will receive for this rent. What is included in this rent, e.g. refuse charges, should be clearly explained. The importance of rent for the maintenance of standards and facilities also should be highlighted.

## Rent Collection

- There are a range of methods for collecting rent in Traveller-specific accommodation:
  - » Door-to-door collection
  - » Household Budget Scheme
  - » Post Office Bill Pay
  - » ESB Meter Cards
  - » Payment at local authority public counter
  - » Standing Order/Direct Debit/Credit Transfer
  - » Wage deduction (local authority employees only, e.g. Traveller caretaker)
- Local authorities should review the rent payment option for Traveller tenants in Traveller-specific accommodation to make sure they reflect their needs and preferences, which may assist in maximising rent income and may lead to less rent arrears.
- Local authorities should regularly review each type of rent method by assessing the cost of the payment option and the level of rent arrears associated with the rent payment type.
- Door-to-door collection may be associated with low rent arrears due to regular direct contact with an official each week. However, for this payment option to be efficient rent collection must occur on a regular basis and the tenant should be aware of the procedures and the times when the collector will call. This method can be time-consuming and expensive as it may require more than one visit to the site/ group housing scheme to carry out follow-up calls. The system of door-to-door collection needs to take account of flexibility in rent collection times and the protection of the health and safety of staff collecting rent on site.

- Rent payments that are taken directly from source of income/benefit or bank accounts are convenient for tenants and can help tenants who have difficulty managing money to pay their rent and other essential bills on time. As such these schemes can be useful in preventing and recovering rent arrears.
- In order to achieve good practice in the management of the rent collection service, local authorities should review the percentage of rent due that is actually collected from Traveller-specific accommodation on an annual basis. On this basis they should set annual performance targets for improving the percentage of rent collected.

#### GOOD PRACTICE RECOMMENDATION No.17

##### Electricity

- Pre-paid electricity through the use of ESB meter cards, is the most common form of payment for electricity on halting sites. The meter cards should allow for some flexibility in case of payment on the card running out in the evening or over the weekend when caretakers may not be working and local authority offices are not open. It would also be beneficial to contact local shops/grocery stores to consider selling these pre-payment cards.
- Consideration should be given to each bay having its own separate supply of electricity so that each Traveller family is responsible for its own electricity supply. This would discourage the ‘tapping in’ of electricity, or in instances where this is occurring, it would allow the local authority to identify and prosecute the offender.
- Electricity payments for Traveller-specific accommodation should be broadly comparable to those of tenants in standard social housing. Local authorities should monitor and review the electricity paid by tenants in Traveller-specific accommodation. It would be useful to compare average payments of individual Traveller families with those of other local authority tenants of similar household types.

### 3.6 Tenancy/Licence Agreements and Tenant Information

The tenancy/licence agreement is a contract and also a legal document with consequences for both landlord and tenant. It includes information on the rights and obligations of tenants and landlords. The tenancy/licence agreement for Traveller-specific accommodation will have certain legal restrictions that do not apply to standard local authority housing tenancy agreements; for example it does not provide for an option to purchase a bay / group house under the Tenant Purchase Scheme.

#### GOOD PRACTICE RECOMMENDATION No.18

##### Tenancy/Licence Agreements

- All Traveller tenants should be provided with a tenancy/licence agreement which provides information not only on rules and obligations but also on their rights as tenants and the responsibilities of the local authority.
- Although tenancy/licence agreements are legal documents they should, as far as possible, be written in plain, non-legalistic language.
- Traveller tenants should be consulted on the conditions of the tenancy/licence agreement.
- Before signing the agreement Traveller tenants should be provided with a copy of the licence/tenancy agreement, the terms of which should be explained clearly by a local authority official or caretaker.
- Local authorities should update their tenancy agreements to ensure that they reflect the latest legislative developments and changes in national Traveller accommodation policy and the policy and procedures of the local authority.

#### BEST PRACTICE SUGGESTION No.2

##### Audio Tenancy/Licence Agreements

Local authorities may wish to consider providing the information regarding the rights and obligations of the tenant and local authority through audio or audiovisual format, e.g. CD or DVD.



**Table 7**  
**Tenancy/Licence Agreements: Checklist of Contents**

### **General information**

- tenant's details (name, previous address)
- details of local authority (name and address)
- address of bay/property being let
- tenancy type
- tenancy commencement date

### **Rent**

- amount of rent payable
- rent period – when the rent should be paid and the frequency and methods of payment
- details of what is included in the rent – refuse collection, ESB, water charges

### **Services**

- local authority's maintenance and repairs responsibilities
- tenant's responsibilities in the maintenance and upkeep of the site/ group housing scheme  
rubbish/refuse; responsibility for upkeep of individual bay/house

### **Policy**

- policy on travelling/nomadism
- local authority's policy on visitors to Traveller-specific accommodation
- local authority policy on the control of animals
- details of anti-social behaviour and racist harassment policy
- details of consequences of engaging in anti-social behaviour
- consequences of non-payment of rent
- policy on Traveller economy
- how tenants can make a complaint or appeal

**Policy on Travelling/Nomadism**

- Local authorities should place a clear statement in the tenancy/licence agreement outlining the policy on the maximum period of absence from the bay/ group house. Absence from the accommodation longer than the agreed specified time in the agreement would then result in tenants forfeiting their occupancy. It is recommended that a minimum of an 8-week period of absence should be included in the policy (based on the recommendation in the Draft Guidance on the Management of Gypsy and Traveller Sites, Department for Communities and Local Government, 2007).
- Tenants should be encouraged to inform the local authority of their departure and their expected return date.

**Policy on Visitors to Traveller-Specific Accommodation**

- Local authorities should have a clear policy in the tenancy/licence agreement, on accommodating visitors in Traveller-specific accommodation. Policy on visitors to Traveller-specific accommodation should be comparable with the policy for standard local authority social housing.
- Visitors should be allowed to remain only for the time agreed in consultation with Traveller tenants and specified in the tenancy/licence agreement. The policy on accommodating visitors in Traveller-specific accommodation should be signed by Traveller tenants with the tenancy agreement.
- Visitors should also sign an agreement that they will only stay in the accommodation for the time specified on the policy and that they will comply with the rules of the site/ group housing scheme while occupying the Traveller-specific accommodation.
- Traveller tenants should be encouraged to inform the local authority or the caretaker of the expected date of arrival, length of stay and number of extra caravans of the visitors.

### **Tenant Handbooks**

Tenant handbooks provide an opportunity to expand on the basic information in the tenancy/licence agreement. Local authorities should provide all Traveller tenants with a tenant handbook outlining information on:

- letting policy; policy on transfers and exchanges
- the services the council provides and what services the tenant should expect
- the local authority's and tenants' responsibilities in relation to repairs
- procedures for making a complaint
- fire safety
- waste management and recycling
- estate management, including information on tenant participation
- consequences of a breach of tenancy
- list of useful phone numbers

### **Information on Local Services**

It would be beneficial to provide information on accessing other local services in the area including health services, schools and shops. Again, it would be helpful to provide this information in audio or audiovisual format, e.g. DVD.

### **Pre-Tenancy Training**

- All prospective Traveller tenants should be required to participate in pre-tenancy training. This training should be facilitated by a local authority official – an Estate Liaison Officer where possible – and should include representatives such as Community Gardaí, Money Advice and Budgeting Service workers, Citizen Information Centre officials and anti-social behaviour officers.
- Housing staff should be available to explain and give presentations on issues such as rent, maintenance services, repairs, tenant participation, electricity and refuse collection.
- Pre-tenancy training provides an ideal opportunity to go through and provide clear, simple information on the tenancy agreement, which can be legalistic.
- As part of this training, a viewing of the halting site/ group housing scheme and dwellings should be organised before moving in. This will allow for a clear explanation on the operation of, for example, heating, electricity and plumbing. This may be particularly useful for Travellers moving from a halting site to a group housing scheme.
- The duration of training should be sufficient to cover all the necessary topics and generally this should take between four to six two-hour sessions.
- Local authorities may wish to liaise with the County Childcare Committee on options for the provision of childcare for the duration of the pre-tenancy training.
- The Centre for Housing Research offers training on how to develop and run pre-tenancy training (see [www.chr.ie](http://www.chr.ie)).

## SECTION FOUR

### Effective Management and Maintenance Services



## **4.1 Introduction**

Section Three focused on the factors that are crucial for supporting good practice in the management and maintenance of Traveller-specific accommodation. This Section emphasises the importance of arrangements for the management of services in Traveller-specific accommodation. Such services include repairs and maintenance, waste collection, control of animals, provisions for the Traveller economy and safety and security. It also highlights the importance of encouraging Traveller tenant responsibility and involvement in the management of their accommodation.

## **4.2 Repair and Maintenance**

Good practice in repairs and maintenance is vital for the sustainability of Traveller-specific stock and can prolong the need for refurbishment in the longer term. Efficient repair and maintenance practices are particularly important in halting site accommodation. The design and infrastructure of halting sites, coupled with a tendency for larger Traveller family sizes, can often result in the need to carry out more frequent repair and maintenance work.

## Repair and Maintenance

- Local authorities should develop a preventive maintenance programme using the information gathered from the recommended assessment of current stock of Traveller-specific accommodation (see Section Two). From this, urgent work should be identified and addressed and a programme of planned renovation and repair works should be implemented. Following this, recurring cyclical inspections should be carried out over a five- to seven-year cycle.
- Traveller tenants should be informed of the standards for repairs and maintenance, a breakdown of the repair responsibility between the local authority and the tenant, and the procedures in reporting repairs. This information should be clear and concise and can be provided through tenants handbooks, pre-tenancy training or as part of a separate maintenance leaflet or handbook.
- Methods for requesting repairs should be simple and easy to use and impose no undue financial burden on the tenant. This may be through the caretaker, where present, or if not through a general repairs reporting number. The caretaker should have responsibility for day-to-day repairs and maintenance and should also be responsible for reporting more serious repairs to the local authority.
- Local authorities should have the same consistent *maintenance response policies* and standards for Traveller-specific accommodation as for standard local authority housing. This would include systems for prioritising maintenance requests (emergency, urgent and routine), response times and pre- and post-repair inspection policies (see the Centre's *Good Practice Guidelines on Repair and Maintenance of Dwellings*).
- Local authorities should consider employing contractors who have successfully completed repairs in standard social housing. The established relationship between contractor and local authority may help to avoid the difficulties that can arise when hiring new contractors on Traveller-specific accommodation. Caretakers or local authority officials should be responsible for inspecting the work of the contractors after completion of repairs. If major repair work is being carried out by contractors it would be good practice to introduce them to Traveller tenants before the work has started.



- Good practice in the assessment and collection of rent (see Section Three) is essential in order to support revenue and income streams required to maintain Traveller-specific accommodation. There should be a detailed budget for the planned expenditure on each site/ group housing scheme, which should take consideration of any unexpected repairs and maintenance costs.

#### GOOD PRACTICE RECOMMENDATION No.24

#### **Repair and Maintenance Performance Indicators**

- Recording of the type of repairs reported, response times, work carried out, completion time and cost of work carried out is important for monitoring performance.
- On an annual basis local authorities should monitor their performance on the number of repair requests received with the number of repairs completed. The response times for repairs should also be monitored. These performance indicators should then be compared to the repair service provided in standard social housing. The expenditure on management and repairs should be compared to the amount set out in the budget.

### **4.3 Waste Management**

The control and management of waste/rubbish is an important element in the management and maintenance of Traveller-specific accommodation. Evidence from the Centre's research identified problems of fly-tipping/illegal dumping in some Traveller-specific accommodation and the surrounding area. This can be the result of illegal dumping by Traveller tenants of the accommodation or by members of the Settled community. Waste/rubbish is often the most visible and contentious problem associated with Traveller-specific accommodation. As such good practice in waste management is essential both for Traveller tenants' health and quality of life and for public perceptions of Traveller-specific accommodation.

#### GOOD PRACTICE RECOMMENDATION No.25

##### **Control of Waste**

- Waste management standards should be defined as part of practice and delivery standards, and should be incorporated as part of customer charters and tenancy agreements. Traveller tenants should be well informed of their responsibilities in relation to waste management.
- Each halting site bay/ group house should be provided with individual refuse bins. Refuse collection should be as regular as for standard local authority housing in the surrounding areas and should be on the same day each week. In addition to the collection of normal refuse waste, provision should be made for recycling of waste.
- In Traveller-specific accommodation with entry barriers, arrangements should be made for access of refuse collectors.
- To avoid misuse of refuse bins or excessive waste, refuse should be collected from individual bays/group houses and not one common area.

#### BEST PRACTICE SUGGESTION No.4

##### **Tidy Estates Competition**

Local authorities may wish to consider 'Tidy Estates' type strategies, similar to the Tidy Towns competition, to help generate pride and sense of ownership of Traveller-specific accommodation.

### **Illegal Dumping/Fly-tipping**

- Traveller tenants should be encouraged to report any incidences of illegal dumping/fly-tipping to either the caretaker or local authority. In addition, Traveller tenants should be made aware of the Environment Protection Agency's 24-hour confidential telephone service designed to encourage reporting on illegal dumping of waste.
- It is the responsibility of each individual local authority to deal with any instances of illegal disposal of waste in its area and take the appropriate enforcement action. Section 60 of the Waste Management Act, 1996 (as amended) gives specific direction in action against illegal waste activity. Under the terms of this Act, it is the primary obligation of a local authority when illegal waste activity is discovered to ensure that the waste is recovered or disposed of in the shortest possible time without endangering the environment or human health. The Act also stipulates that, in determining the nature of prosecutions for illegal waste, regards should be had to the elimination of the economic benefit deriving from the illegal activity. Prosecutions should be taken in all cases using powers available under the Waste Management Act. The Gardaí should be notified to become involved in more serious offences.
- Housing staff working with Traveller-specific accommodation should co-ordinate with the Environment Section and Litter Wardens to investigate littering, illegal dumping and illegal burning of rubbish.
- Caretakers or local authority staff should keep a record of the date and, if possible, the time when the waste appeared. It would also be useful to take photographs of the areas affected and the scale of illegal rubbish dumping/fly-tipping.
- For Traveller-specific accommodation in which illegal waste dumping/fly-tipping is a serious, on-going problem, local authorities may consider CCTV coverage to monitor entrance/access areas of the accommodation. This footage can be used to provide documented evidence of individuals bringing waste into sites/ group housing schemes or dumping illegally near such accommodation.

## 4.4 Control of Animals

A lack of control of animals on Traveller-specific accommodation can result in problems of poor health and safety of residents, animal waste and damage to property and surrounding areas. As such, local authorities should establish clear strategies and policies relating to the control of animals.

### GOOD PRACTICE RECOMMENDATION No.27

#### Domestic Animals

- Tenants in Traveller-specific accommodation should be permitted to keep domestic animals, similar to the entitlement of other local authority tenants.
- Conditions for keeping domestic pets, e.g. dogs, should be laid out in the tenancy/licence agreement. For reasons of health and safety, these conditions might include:
  - » the maximum number of domestic animals per bay/ group house
  - » provisions on how domestic animals should be controlled on the site/ group housing scheme
  - » the stipulation that all dogs must obtain a dog licence as per Control of Dogs (Amendment) Act, 1992
- On halting sites where there is a large presence of dogs local authorities may consider providing kennels in one area of the site. The responsibility for the up-keep of these kennels would be with the individual dog owner.
- Local authorities should contact dog wardens or the Gardaí to seize dogs that are not under proper control, as per Section 11 of the Control of Dogs (Amendment) Act, 1992.
- Any suspected cruelty to animals should be reported to the Irish Society for the Prevention of Cruelty to Animals.

### **Control of Horses**

- The Control of Horses Act, 1996 was introduced to provide for the control and licensing of horses where horses can cause a danger to persons or property or are a nuisance. Where horses are stray and roaming in Traveller-specific accommodation, local authorities should exercise their powers to seize and detain horses under the Control of Horses Act, 1996.<sup>1</sup>
- Travellers who are horse owners should be made fully aware of the health and safety reasons for disallowing horses and of the consequences and fines associated with this should such arise as a problem. It should be included in the tenancy/licence agreement.
- Where horses have been impounded Traveller tenants should be required to pay the associated fine directly to the pound, not to the local authority office. This would help to reduce tensions with local authority housing staff who have continuous interaction with Traveller accommodation.
- Prior to moving into new Traveller-specific accommodation horse owners should have pre-existing arrangements in place to keep horses before moving into such accommodation.

### **Traveller Horse Project**

Local authorities may consider developing a Traveller Horse Project in co-ordination with Travellers and other public agencies. This project could be developed with horse owners and would include information on best practice in horse care. The project could also assist Travellers looking for land to keep horses. It might be useful for local authorities to contact owners of private land in the area to enquire if this land is available to rent. After initial enquiries Traveller tenants should be responsible for following up on these contacts and the payment of rent to the land-owner.

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<sup>1</sup> For more information on this Act see Acts of the Oireachtas No. 37/1996 (<http://193.178.1.79/1996/en/act/pub/0037/index.html>)

## 4.5 Traveller Economy

The Traveller economy traditionally involved activities such as scrap metal recycling and the dismantling of cars. Where there is large-scale evidence of such activities around sites/ group housing schemes it can have negative effects for the appearance of such accommodation and can cause nuisance for residents. Below are some recommendations for managing the Traveller economy in Traveller-specific accommodation.

### GOOD PRACTICE RECOMMENDATION No.29

#### Traveller Economy

- In the interest of health and safety the dismantling of cars and the storage of scrap should not be permitted. However, local authorities may wish to allow a small level of these activities if they occur within the boundaries of the bay/ back garden of a group housing scheme and so long as it does not present a nuisance for other residents or the general workings of the site/scheme.
- Where scrap does appear around the site/ group housing scheme, the caretaker/ housing staff should try to establish who is responsible for the scrap. The identified person should be responsible for arranging to clear this waste either to the local dump or through commercial removal, i.e. a skip. Failure to do so would result in a breach of the tenancy/licence agreement.
- Scrap should not be allowed to cumulate on site. As mentioned above, if there is continued problem of scrap local authorities may consider the use of CCTV on the entrance in order to determine who is bringing scrap onto the site/ group housing scheme.
- Housing staff should work and co-ordinate with the Environment Section to deal with investigations and removal of scrap materials from the site/ group housing scheme.
- Local authorities should encourage and inform Travellers interested or engaging in the Traveller economy of any initiatives in the area. For example, FÁS have developed a special initiative to support Travellers engaged in the Traveller economy. Local authorities may also co-ordinate with Travellers and other public sector organisations, e.g. FÁS and VECs in the local area, to develop training and employment opportunities for Travellers.

## 4.6 Safety and Security

The Centre's research identified health and safety concerns as an issue on some Traveller-specific accommodation. These concerns usually related to problems of overcrowding, associated fire safety concerns and anti-social behaviour. The health and safety of the local authority staff attempting to combat these concerns was also raised.

### GOOD PRACTICE RECOMMENDATION No.30

#### **Illegal Occupancy of Traveller-Specific Accommodation**

- To avoid overcrowding local authorities should have clear policies and procedures for dealing with unauthorised occupation of bays or areas of the site/ group housing scheme.
- Prevention of unauthorised access to sites might include entrance barriers and clear boundaries of the site and individual bays.
- Local authorities should use their powers under the Housing (Traveller Accommodation) Act, 1998 to deal with unauthorised encampments. Under the terms of this Act local authorities can notify the Gardaí that the occupant of the halting site is an illegal occupier. When moving-on illegal encampments, the Gardaí are empowered to direct the occupant to leave the site immediately in a peaceful and orderly manner.
- Prior to eviction local authorities should contact local homeless services to discuss emergency alternative accommodation options.

### **Preventing Overcrowding – Traveller Accommodation Needs Assessments**

- Regular and accurate data on the current and projected accommodation needs of Traveller families are essential for determining potential demand and preventing future overcrowding. It is recommended that when carrying out assessments of Traveller accommodation needs, the local authority co-ordinate with neighbouring authorities to allow for a consistent approach and to avoid double counting or the exclusion of families.
- It would be useful to co-ordinate with Traveller representatives and other service providers working with Travellers such as the Health Service Executive, the Gardaí, public health nurses and visiting teachers for Traveller children.
- When carrying out assessments of Traveller accommodation need, local authorities should consult the following sources:
  - » triennial Local Authority Assessments of Social Housing Needs
  - » annual Counts of Traveller Families
  - » local authority housing waiting lists
  - » information collected by the caretaker
  - » information/data supplied by Traveller representatives, the Health Service Executive and Visiting Teacher Service to Traveller children – transfer of these data must comply with the Data Protection Act, 1988
  - » surveys/consultation with individual Traveller families in Traveller-specific accommodation, unauthorised encampments, transitional accommodation, private rented accommodation and standard local authority accommodation which is not suitable for their needs

### **Suitable Times for Carrying Out Surveys**

In conducting surveys with Traveller families, it would be beneficial for accurate data collection if the families are informed prior to the assessment of the time period in which the assessment will take place. It is recommended that assessment does not take place in summer months when transient families may be travelling. Surveys should be carried out during flexible times, not only during office hours.



## GOOD PRACTICE RECOMMENDATION No.32

### Fire Safety

- Where entrance barriers are in place, keys should always be accessible to fire services and other emergency services.
- Fire equipment should be provided and regularly tested and inspected. Dry powder fire hydrants are preferable. Caravans should be no more than 100 metres away from a fire hydrant. Fire hoses may also be considered, but misuse of such equipment should be not permitted. To prevent and monitor the misuse of fire equipment it might be useful to provide these individually within each bay, with each family being responsible for the equipment in their bay.
- It would be useful to co-ordinate with the fire services to provide training for Traveller tenants on the importance of fire prevention, evacuation and fire equipment.
- There should be adequate space between caravans to reduce the risk of fire spread. The Department of the Environment, Heritage and Local Government Guidelines recommends a minimum separation distance of at least 6 metres between caravans.

## GOOD PRACTICE RECOMMENDATION No.33

### Anti-Social Behaviour

Anti-social behaviour is a problem on some Traveller-specific accommodation. When this behaviour does occur it can have an adverse impact on the quality of life of other tenants. This is particularly true for Traveller halting site accommodation given the layout and, often, the relatively isolated nature of such accommodation. In addition, Traveller tenants may often be more reluctant to report such behaviour to the local authorities or the Gardaí.

- Traveller tenants should be given clear information on how to report instances of anti-social behaviour. Complaints should be accepted at central and local offices, by post and over the telephone. Anonymous complaints may be recorded but should not normally be acted upon. Instead local authorities should assure Traveller tenants that the information will be treated in the strictest confidence. Section 26 of the Freedom of Information Act, 1997 (as amended) requires public bodies to refuse to disclose information that was given to them in confidence.

- All reports of anti-social behaviour should be recorded in detail and monitored on a computerised system.
- Tenants in Traveller-specific accommodation should be entitled to the same protection under the local authority's anti-social behaviour policies as in standard local authority housing.
- Local authorities should employ a range of responses to anti-social behaviour, as appropriate. Non-legal responses should be employed in the first instance of anti-social behaviour. For example:
  - » The local authority should liaise with tenants where there are widespread problems of anti-social behaviour to inform all tenants that the local authority has received a complaint and reminding them of their obligation under the tenancy/licence agreement
  - » When the alleged perpetrator has been identified, a written agreement can be negotiated in which the person undertakes to terminate the activities in question. This agreement should be signed by the alleged perpetrator and the local authority and both parties should be provided with a copy.
  - » Some cases of anti-social behaviour can be resolved by the transfer of either the victim or the alleged perpetrator to alternative accommodation.
- In some cases where there is continued anti-social behaviour or where the written agreement has been broken legal action to exclude individuals from Traveller tenants from Traveller-specific accommodation or to terminate the tenancy is the only viable method of combating anti-social behaviour.
- For more information on dealing with anti-social behaviour and the provisions available to local authorities under the Housing (Traveller Accommodation) Act, 1998, relating to anti-social behaviour in halting sites, see the Centre's Good Practice Guidelines, *Preventing and Combating Anti-Social Behaviour* (Norris, 2003).

### **Safety of Staff**

On Traveller-specific accommodation with problems of anti-social behaviour, animal control or illegal encampments and dumping, tensions can often arise when local authority officials/caretakers attempt to investigate and combat such problems. In these instances local authority staff may become targets of verbal or physical aggression and assaults. Measures should be in place to avoid the possibility of such assaults taking place and to deal with such instances should they arise:

- Caretakers and local authority staff likely to be dealing with such instances should be trained in personal safety and in how to recognise, de-escalate and remove themselves from potentially aggressive situations.
- Security arrangements for caretakers on site should be made available; these may include mobile phones or a panic button in caretakers' office.
- It is recommended that detailed records be taken of all incidents including verbal threats and abuse. Local authority staff/caretakers should be encouraged to report all incidents and should not be expected to accept verbal or physical abuse as 'part of the job'.
- Interview rooms in local authority offices should be used to investigate reports of anti-social behaviour. These rooms should be equipped with video cameras or panic buttons.
- If having to confront a potentially aggressive situation staff should work in pairs. Similarly, a caretaker should not be expected to confront a suspected dangerous situation alone and should have the assistance of at least one other member of local authority staff.

## 4.7 Tenant Participation in the Management of Traveller-Specific Accommodation

Department of the Environment, Heritage and Local Government policy statements on local authority housing management have repeatedly emphasised that consulting tenants is central to achieving good practice in housing management and building sustainable communities. Tenant participation of Travellers in their accommodation may be particularly challenging. The Irish Traveller Movement in Britain (2007) note a number of barriers to the participation of Travellers:

- complexity of management issues associated with Traveller-specific accommodation
- poor relationships/ lack of trust between Travellers and local authority officials
- reluctance of Travellers to engage with services
- family disputes or dominance of individual person/family
- illiteracy or semi-literacy problems and associated lack of confidence

### GOOD PRACTICE RECOMMENDATION No.35

#### Consultation and Participation

- Effective consultation with Travellers on management is vital for building relationships and future involvement. Consultation is important on issues such as:
  - » conditions of tenancy/licence agreements and any proposed changes in relation to the agreement
  - » proposed changes to rent levels
  - » upcoming building/improvement works
  - » anti-social behaviour
  - » plans to introduce CCTV
  - » problems/complaints of tenants

- Methods for this consultation may include site meetings, workshops, surveys, feed-back cards. It would also be beneficial to conduct one-to-one meetings with tenants, especially if there are family tensions in the Traveller-specific accommodation.
- Following consultation it is important to provide feedback and progress on the topics raised during the consultation.
- Good practice in tenant participation requires that the service is adequately and appropriately staffed. Where possible, staff should be designated specifically to Traveller tenant participation initiatives. These staff should have excellent communication and decision-making skills.
- In Traveller-specific accommodation where there are management problems and poor relationships with staff, local authorities may be required to have regular direct contact and visits with Traveller families. This will allow local authorities to gain control and act immediately on issues such as waste management, animal control and anti-social behaviour. This contact should be used as an opportunity to build relationships and confidence in the local authority. During these visits a fair and friendly but firm approach should be adopted. Gradually local authorities should move away from this approach and Traveller families should be encouraged to have greater participation in the management of their accommodation.
- Traveller tenants should be encouraged to establish a tenants association which should involve liaison and consultation with the local authority on housing management issues.

## SECTION FIVE

### Monitoring and Evaluation



## 5.1 Introduction

This section explores the final element in the implementation of management and maintenance strategies. This phase involves monitoring and evaluating the current operation of Traveller-specific accommodation management and maintenance policies, strategies and procedures. An evaluation of such services is important to identify the progress made in the operation of the strategies and to assess strengths and weaknesses of the current approaches.

Such evaluations can assist in decision-making, forward planning and the development of standards to facilitate the creation of sustainable communities. They can highlight priorities for improvement and can monitor changes in performance over time.

## 5.2 Data Collection and Analysis

### GOOD PRACTICE RECOMMENDATION No.36

#### Data Collection and Management

- Good data-capturing systems are essential for evaluating any strategy or service. Traveller-specific accommodation management and maintenance strategies should include provisions for the ongoing collection of the data required for performance monitoring. It will be easier to monitor progress if the policies, services and procedures outlined in the management and maintenance strategies specify targets they intend to achieve, and include a timeframe for implementation.
- Types of data used to measure progress should include fact-based, numerical information (hard data) and opinion-based information. Hard data might include, for example, detailed information on maintenance costs of Traveller-specific accommodation or rent collected as a percentage of amounts due. Opinion-based information includes feedback from arranged meetings or tenant satisfaction surveys where Travellers are given the opportunity to rate the level of service provided to them.

- Consultations could also be carried out with caretakers and other Traveller accommodation staff to ascertain their opinions on obstacles to progress and to identify any possible training and development needs. Staff morale of those working in this area could also be assessed through indicators such as high turnover of staff and excessive sick leave.
- It is important that appropriate Information and Communication Technology (ICT) solutions are adopted that will allow information to be collected and collated, e.g. basic spreadsheets. This provides for easy access to the data and supports research, evaluation and analysis when required.

#### GOOD PRACTICE RECOMMENDATION No.37

##### **Traveller Accommodation Indicators**

- Local authorities may wish to consult the Indicator System developed by the Centre for Housing Research to analyse Traveller-specific accommodation in the case study areas of the Traveller Accommodation Study (see Appendix B). The Indicator System may be used as a template to capture information when building a new site/ refurbishing or for examining existing sites/ group housing schemes.
- Local authorities might develop their own indicators based on this Indicator System that could be used for continuous evaluation and monitoring. Certain indicators could be examined regularly to determine any progress in the management strategies. For example, the indicator on waste management and collection (see Appendix B, Indicator 15) could be monitored to investigate any improvements relating to amendments in the waste management policy on illegal dumping or fly-tipping.
- The Centre's Indicator System could also be used to provide information on the quality of life on each site/ group housing scheme. The later part of the Indicator System includes, for example, questions for Traveller families on their perceptions of quality of life, patterns of movement/nomadism and satisfaction with accommodation and service provision.



### Ongoing Performance Monitoring and Review

- Local authorities should use data collected and qualitative information for performance monitoring to regularly review the implementation of the management strategies and policies on their entire profile of Traveller-specific accommodation. These reviews should be conducted annually or more regularly, e.g. every six months, on targeted sites/ group housing schemes.
- The reviews should compare the operation of management and maintenance services and programmes to those of the standard local authority housing. Comparisons in the performance of management services and policies should also be made across and between sites/schemes.
- Local authority staff may have the appropriate skills to carry out an evaluation report and this is a cost-effective approach. However, contracting an outside consultant can help ensure that the evaluation is impartial.
- On the basis of the findings of these reviews appropriate changes to the management and maintenance policies and services should be adopted accordingly.
- These evaluation reports should follow the standard format outlined in previous Good Practice Guidelines. The results of the monitoring and reviews should be provided in a written document/report. It would be useful for these reports to be circulated to local authority staff, elected members, the Department of the Environment, Heritage and Local Government, Traveller tenants and other stakeholders.
- When an evaluation shows positive results it is important to validate and publicise the achievement. It is recommended that these achievements could be reported in local authority newsletters, websites, notice-boards; and the local media should be contacted with a press release. This will help to improve the public image of Traveller-specific accommodation.

**Table 8**  
**Examples of Indicator Data that could be Collected: Checklist**

**Hard data**

- total stock of all Group housing and Bays – permanent, temporary, transient and unauthorised
- budgeted expenditure on management and maintenance of Traveller-specific accommodation
- actual expenditure on maintenance and management of existing Traveller-specific accommodation
  - » cost of property maintenance services per bay/ group house
  - » cost of estate management services per bay/ group house
  - » planned, cyclical and major repairs cost per bay/ group house
  - » reactive maintenance costs per bay/ group house
- expenditure recouped from DoEHLG
- expenditure recouped from other sources, e.g. rent
- total number of Travellers evicted or moved on
- number of vacant bays/ group housing units
- average time taken to re-let group housing/bay
- number of request for repairs
- usual response time for repairs
- total cost of repairing Traveller-specific accommodation
- average rent paid for bays/ group housing
- rents from Travellers due to be collected
- rents from Travellers collected as a percentage of amounts due
- arrears in rents due from Traveller-specific accommodation
- number of complaints of anti-social behaviour in Traveller-specific accommodation
- cost per bay/ group house for anti-social behaviour offences
- number of enforcements of tenancy and licensing agreement
- cost per bay /group house of enforcement of tenancy and licensing agreements
- target number of Travellers to be accommodated under the current Traveller Accommodation Programme
- number of Traveller-specific accommodated allocations in each year
- number of Traveller-specific accommodation offers made
- number of horses impounded
- number and grade of staff working whole-time or part-time in Traveller accommodation – housing staff, caretakers, social workers

### Opinion-based information

How satisfied Tenants are with:

- overall condition of accommodation and site/ group housing scheme
- overall service provided by the local authority
- repairs and maintenance procedures
- level of their participation in the management of accommodation and in related decision-making
- rent and rent methods – good value for money?
- information provided by local authority, e.g. tenant handbooks
- service received by staff/caretaker
- opinions on problems of
  - » vandalism/graffiti
  - » rubbish/dumping
  - » animals
  - » drugs
  - » noise
  - » neighbours

## Publications

The following are books and articles from which information and ideas have been taken and used in these guidelines and may also be useful to readers who require more information on Traveller accommodation.

- Coates, D. Kane, F. and Treadwell Shine, K. (2008) *Traveller Accommodation in Ireland: Review of Policy and Practice*. Dublin: Centre for Housing Research.
- Communities Scotland (2006) *Services for Gypsies/Travellers: A Follow-up Study 2005/2006, Registration and Inspection*, Thematic Regulation Studies, Edinburgh: Communities Scotland
- Department for Communities and Local Government (2007) *Draft Guidance on the Management of Gypsy and Traveller Sites*, A Consultation Paper, London: Department for Communities and Local Government
- Department for Communities and Local Government (2007) *Draft Guidance on the Design of sites for Gypsies and Travellers*, A Consultation Paper, London: Department for Communities and Local Government
- Department of the Environment and Local Government (1998) *Guidelines for Residential Caravan Parks for Travellers*, Dublin: Stationery Office
- Department of the Environment and Local Government (1998) *Guidelines for Traveller Accommodation: Basic Services and Facilities for Caravans Pending the Provision of Permanent Accommodation*, Dublin: Stationery Office
- Department of the Environment and Local Government (1999) *Guidelines for Accommodation Transient Traveller Families*, Dublin: Stationery Office
- Department of the Environment and Local Government (2001) *Accommodation Options for Travellers*, Dublin: Stationery Office
- Department of the Environment and Local Government (2002) *Guidelines for Group Housing for Travellers*, Dublin: Stationery Office
- Department of the Environment, Heritage and Local Government (2007) *Delivering Homes, Sustaining Communities*, Dublin: Department of the Environment, Heritage and Local Government
- Department of Justice, Equality and Law Reform (2006) *Report of the High level Group on Traveller Issues*, Dublin: Department of Justice, Equality and Law Reform
- Irish Traveller Movement in Britain (2007) *A Good Practice Guide for Involving Travellers in Accommodation*, London: Irish Traveller Movement in Britain
- Irish Traveller Movement (2001) *The Development of Traveller Tenant Participation in the Management of Accommodation*, Dublin: Irish Traveller Movement
- Office of the Deputy Prime Minister (2006) *Gypsy and Traveller Accommodation Assessments, Draft Practice Guidance*, London: Office of the Deputy Prime Minister
- Treadwell Shine, K. Kane, F. and Coates, D. (2008) *Traveller-Specific Accommodation: Practice, Design and Management*, Dublin: Centre for Housing Research

## Department of the Environment, Heritage and Local Government Circulars

- Circular TAU1/2003: Memo re Part V and Traveller Accommodation, January 2003
- Circular TAU2/2003: Traveller Accommodation Five Year Programmes Progress Report for Period 1 July 2002 to 31 December 2002, 23 January 2003
- Circular TAU3/2003: Traveller Specific Accommodation (Prior Approval of Schemes), July 2003
- Circular TAU4/2003: Annual Count of Traveller Families in Relation to the Provision of Traveller Accommodation, 30 October 2003
- Circular TAU1/04: Housing (Traveller Accommodation) Act, 1998, 14 May 2004
- Circular TAU2/04: Local authority Traveller Accommodation Programmes, 2005-2008, 14 May 2004
- Circular TAU3/2004: Annual Count of Traveller Families in Relation to the Provision of Traveller Accommodation, 29 October 2004
- Circular TAU1/2005: re Report on the Number of Vacant Units of Traveller-specific Accommodation, 17 January 2005
- Circular TAU4/05: Annual Count of Traveller Families and their Accommodation Position, 3 November 2005
- Circular TAU05/05: Recoupment of Local Authority Expenditure in relation to the Provision of Traveller Accommodation, 10 November 2005
- Circular TAU1/2006: Traveller Accommodation Programmes 2005 to 2008: 2005 Monitoring Returns, 23 February 2006
- Circular TAU3/2006: Traveller Accommodation – Recommendations of the High Level Group Report, 16 June 2006
- Circular TAU4/2006: Annual Count of Traveller Families in Relation to the Provision of Traveller Accommodation, 24 October 2006
- Circular TAU1/2007: Traveller Specific Accommodation Estimated Expenditure 2007, 14 March 2007
- Circular TAU2/2007: Traveller Accommodation Programmes 2005 to 2008, Progress Report 2005-2006, 3 April 2007
- Circular TAU3/2007: Traveller Accommodation Capital Allocations 2007, 9 May 2007
- Circular TAU5/2007: Review of the 2005-2008 Traveller Accommodation Programme, 29 August 2007
- Circular TAU6/2007: Annual Count of Traveller Families in Relation to the Provision of Traveller Accommodation, 26 October 2007
- Circular TAU1/2008: Traveller Specific Accommodation Estimated Expenditure 2008, 9 January 2008
- Circular TAU2/2008: Traveller Accommodation Programmes 2005-2008, Progress Report 2007, 18 January 2008
- Circular TAU7/2008: New Traveller Accommodation Programme, 22 August 2008
- Circular TAU8/2008: Consultation Guidelines for Traveller-Specific Accommodation Projects, 25 August 2008

# Appendices



# Appendix A

## Legislation

This section summarises the main provisions of the legislation on Traveller accommodation and other legislation that is relevant to achieving good practice in this area.

### **Housing (Traveller Accommodation) Act, 1998**

The Housing (Traveller Accommodation) Act, 1998 contains a number of provisions relating to Traveller-specific accommodation. These include the following:

- *Section 6* requires local authorities, when making an Assessment of Housing Accommodation Needs under Section 9 of the Housing Act, 1988, to also make an assessment of the need for sites in their functional area. It provides that in carrying out this assessment local authorities should consider the need for sites with limited facilities, having regard to annual movement of Travellers, other than their normal place of residence. From this assessment local authorities must estimate the number of Traveller families that require accommodation within their functional area for a period directed by the Minister.

- *Section 7* requires local authorities to adopt an accommodation programme for its functional area within a time limit set by the Minister. The programme must specify details of the accommodation needs of Travellers and the provision of accommodation required to address those needs. The Act provides that a relevant local authority may adopt a programme jointly with one or more relevant local authority. The adoption, amendment or replacement of the programme is a reserved function to the members of the authority.
- *Section 8* obliges local authorities to give written notice of its intention to prepare a draft accommodation programme to adjoining local authorities, relevant health boards, local consultative committees, local community bodies and other organisations such as voluntary organisations providing accommodation in the functional area.
- *Section 9* provides that the local authority must inter alia: publish a newspaper notice regarding its proposal to adopt, amend or replace an accommodation programme; make the draft programme available for inspection, and take into consideration any written submissions received within a two-month period allowed for making submissions. The local authority must also send a draft copy of the accommodation programme to the bodies under Section 8 of the Act, referred to above.
- *Section 10* provides for the preparation of an accommodation programme, as directed by the Minister. The accommodation programme should include, inter alia, the results of the most recent Traveller accommodation needs assessment and the local authority's statement of policy and strategy for meeting Traveller accommodation needs and implementing the strategy.
- *Section 11* of the Act requires the Manager of the local authority to prepare a report on the written submissions received. The Manager of the local authority must submit this report and the draft accommodation programme to the members of the local authority within a specified time period, as directed by the Minister.
- *Section 14* refers to the adoption of the Traveller Accommodation Programme.
- *Section 15* requires that once the accommodation programme has been adopted the local authority should publicise the adoption of the accommodation programme in its public offices and at least one local newspaper. A copy of the accommodation programme should be made available to the Minister, the elected members of the local authority and bodies identified under Section 8 of the Act.



- Section 16 provides that local authorities take steps necessary to implement the proposals of the accommodation programme.
- *Section 17* requires local authorities to review the accommodation programme at least once in each three-year period, or at such time as directed by the Minister.
- *Section 19* establishes the National Traveller Consultative Committee to advise the Minister on issues relating to the preparation and implementation of the Traveller accommodation programmes and on appropriate measures for improving participation of Travellers in the provision and management of their accommodation.
- *Section 21* requires local authorities to establish a local Traveller consultative committee to advise on the provision and management of Traveller accommodation.
- *Section 25* provides that local authorities may make a loan for the acquisition or repair of a caravan or the acquisition of land for the purpose of providing a site.
- *Section 28* promotes the formation of co-operative or voluntary groups to provide houses or sites for Traveller accommodation.
- *Section 29* states that local authorities may provide and manage sites with limited facilities, such as sufficient water, hard surface for parking a caravan and toilet facilities for those who pursue a nomadic way of life or for those pending accommodation under the accommodation programme.
- *Section 35* applies the provisions of the Housing (Miscellaneous Provisions) Act, 1997 to address anti-social behaviour in halting sites with caravans provided by local authorities. In addition, the Act provides that exclusion orders against occupants of halting sites can require the individual (s) to remove any caravan they own or occupy from that halting site.

### **The Housing (Miscellaneous Provisions) Act, 1992 as amended**

The Housing (Miscellaneous Provisions) Act, 1992 as amended by the Housing (Traveller Accommodation) Act, 1998 and by the Housing (Miscellaneous Provisions) Act, 2002 increased the local authority's powers to deal with unauthorised encampments on public land.

- Section 10 of the Housing (Miscellaneous Provisions) Act, 1992 provides that if a temporary dwelling is parked within a 5-mile radius of a halting site provided by a local authority, the local authority can serve a notice on the owner to move the temporary dwelling to the said site if it could be appropriately accommodated on the site.
- Section 32 of Housing (Traveller Accommodation) Act, 1998 provides for the removal of a temporary dwelling within a one-mile radius of any Traveller accommodation provided by the local authority to anywhere outside of a one-mile radius of the accommodation – without the requirement to provide alternative accommodation.

### **Criminal Justice (Public Order) Act, 1994 as amended**

The Criminal Justice (Public Order) Act, 1994 as amended by the Housing (Miscellaneous Provisions) Act, 2002 criminalises trespass on public and private land. Section 24 of this Act provides that a person without the consent of the owner shall not enter or occupy any land or bring on to that land any object that might either damage the land or effect any amenity attaching to the land or prevent other people using the land. The Gardaí have been given additional powers to arrest without warrant anyone committing such an offence and to remove any offending object. Reasons why Applicant feels that Accommodation is Inappropriate

Applicant may need to provide proof that accommodation is inappropriate, for example medical evidence, barring order etc.

# Appendix B

## Indicator System

### Management and Maintenance of Traveller Specific Accommodation: Revised Indicator System

Code #
Name of Site/Scheme:
Type of Accommodation:
Location:
Name of Researcher:
Name/Position of Accompanying Official:
Date and Day of Visit:
Time of Visit:
How Long Has Site Been There:
What Was Site Previously:
Number of Bays/Houses:
Number of Individual Families:
Number of Extended Families:
Number of Individuals:
Notes and observations about the site:

**CATEGORY ONE**  
**Physical Conditions**

**Indicator 1UA:**  
**Adherence to Minimum Basic**  
**Provisions (Guidelines)**

**For Unauthorised/Temporary sites only**

*i. Provision of Basic Services*

- ☐ Portable Water Supply
- ☐ Portable Toilets
- ☐ Local Domestic Waste Removal/Skip

*ii. Quality/Standards of Provision*  
*of Basic Services*

- ☐ Very Good
- ☐ Good
- ☐ Average
- ☐ Bad
- ☐ Very Bad

**Indicator 1:**  
**General Amenities**  
**and Facilities**

**A. Layout**

*i. Centrality*

- ☐ In Centre or Equidistant from all Bays
- ☐ 50 to 100 yards of Most Bays/Houses
- ☐ 100 yards
- ☐ 150-100 yards
- ☐ Far end of Site

*ii. Accessibility*

- ☐ Free Access at any Time
- ☐ Access During Working Hours
- ☐ Limited Access (Open for a few hours per day)
- ☐ Extremely Limited Access (Caretaker required for access)
- ☐ Entrance Blocked/Overcrowded

*iii. Concentration*

- ☐ One Block per Bay/House
- ☐ One Block per 2-3 Bays
- ☐ One Block per 3-4 Bays
- ☐ One Block at Either End of Site
- ☐ One Block per Site

**B. Standards and Design**

*i. Physical Standards*

Standard	Laundry	Shower/Bath	Cooking	Other
Heating				
Insulation				
Walls and Floors Tiled				
No Visible Signs of Dampness				
Easy Access Layout				
Plumbing (hidden and pipes lagged)				
Other				

**C. Management and Maintenance**

*i. State of Repair*

- ☐ All Facilities in Good Working Order
- ☐ 75% in Good Working Order
- ☐ 50% in Good Working Order
- ☐ 25% in Good Working Order
- ☐ All Facilities Broken/in Need of Repair

*ii. Cleanliness*

- ☐ All Toilets Working/No Blockage
- ☐ Laundry Facilities Tidy
- ☐ Shower Room Clean
- ☐ Cooking Facilities Clean
- ☐ No litter/Rubbish in Facilities

Other \_\_\_\_\_

**D. Provision**

*i. Facilities Available*

- ☐ Cold Taps
- ☐ Hot Taps
- ☐ Electricity
- ☐ Laundry Facilities
- ☐ Phone Boxes
- ☐ Toilets and Showers
- ☐ Kitchen/Cooking Facilities
- ☐ Hosing and Cleaning Equipment
- ☐ Provision for Clothes Drying
- ☐ Recycling Facilities

Other \_\_\_\_\_

**Indicator 2UA:  
Evidence of Management and  
Maintenance on Site**

**For Unauthorised/Temporary sites only**

- ☐ Up to Standards of an Official Site
- ☐ Intended to be Brought up to Standards of an Official Site (Presence of some permanent structures, taps etc.)
- ☐ Some Evidence of Design/ M+M (Presence of some permanence e.g. tarmac/hard surfaces, rubbish facilities)
- ☐ Minimal Evidence of Design/M+M (Presence of basic services/provisions, but no permanent structures or hard surfaces)
- ☐ Ad Hoc/ No Design/M+M (No presence of permanent structures or basic provisions e.g. field)

## Indicator 2: Design of Site Corresponding to Guidelines

### *i. Density of Caravans/houses*

- More than 6m between Caravans/Houses
- 6m between Caravans/Houses
- 4m between Caravans/Houses
- 2m between Caravans Houses
- Less than 2m

### *ii. Architectural Standards*

- Very Good
- Good
- Fair
- Poor
- Very Poor

### *iii. Special Needs*

- Ramps/Wide Front Doors to Service Units
- Accessible Toilets
- Extra-Wide Caravans and Space for these
- Age-Specific/Impaired Mobility
- (No steep steps, toilets on ground floor,
- room on ground floor to be converted)
- Adaptability to Create these Provisions

### *iv. Size of Bays*

#### *Capable of Accommodating:*

- More than 2 Caravans and 1 Motor Vehicle
- 2 Caravans and 1 Motor Vehicle
- 2 Caravans
- 1 Caravan and 1 Motor Vehicle
- 1 Caravan

### *v. Environmental Standards*

- Light Considerations
- Space Considerations
- Wind Shelter
- Optimisation of Sunlight

**Indicator 3UA:  
Planning of Site**

*For Unauthorised/Temporary sites only*

- All Spaces within Site Planned and Organised (Provided by LA with a view towards making it an official site)
- Considerable Evidence of Planning and Organisation (Site is temporary but functions effectively in the short-term)
- Some Evidence of Planning and Organisation (Site functions as not ideal but best-case scenario in current circumstances)
- Little Evidence of Planning and Organisation (Site originally established by Travellers and temporarily facilitated by LA)
- Site is a Stop-Gap Measure for Moving Travellers
- off the Roadside

**Indicator 3:  
Physical Layout and Design  
of Bays/Group Housing**

*i. Provision of Extra Spaces*

- Provision for Horses
  - Provision for Traveller Economy
  - Provision for Extra Caravans
  - Other Extra Spaces  
(Green Area)
- 

*ii. Entrance and Access Points*

- Wide Entrance
- No Barriers/Gates/Cow gates
- Provision for Parking
- Appropriate Turning Points

*iii. Isolation from Neighbours*

- No Boundary around Bays/Houses
- Low Boundary (Below 4 Foot)
- Average Boundary (4 Foot)
- High Boundary (6 Foot)
- Very High Boundary (Over 10 Foot)

*iv. Type of Boundary*

- Concrete Wall
- Earthen Wall
- Fencing
- Bushes/Hedges
- Other (Chain-link or poles)



CATEGORY TWO  
Geographical/Spatial Issues:  
Built Quality Environment

Indicator 4:  
Access to Services

Service	Presence	Distance
Schools		
G.P/Doctor		
Local/Corner Shop		
Grocery Shop		
Public Transport		
Urban/ Town Centres		
Other Statutory Services		
Other Shops and Related Amenities		
Churches		
Social and Community Support Networks		
Other		

**Indicator 5:**  
**Proximity to Settled Community**

Unofficial Sites	Presence	Distance
Unofficial Site		
Other Traveller-Specific Accommodation		

**Indicator 6:**  
**Proximity to Other Traveller  
Specific Accommodation**

Settled Community	Presence	Distance
Private Housing Estate		
Local Authority Housing Estate		
Other		

*Setting of Bay/Group Housing:*

- ☐ Urban
- ☐ Large Town
- ☐ Rural

**Indicator 7:**  
**Provision of Infrastructure**

- Good Sewage and Drainage
- Paving of Bays and Related Areas (Tarmaced not earth)
- Roads and Access Points (Footpaths and roads tarmac not chippings)
- Public Lighting
- Road Safety Measures (Speed ramps and signage)

**Indicator 8:**  
**Are Adjoining Lands Suitable for Residential Development**

*i. Nearby Presence of:*

- Commercial/Industrial Activities
- Railways
- Wasteground/Swampy Grounds
- Rivers
- Other Physical Manmade/Natural Boundaries

*ii. Environmental Hazards:*

- Electricity Pylons
- Telephone Masts
- Dumps
- Traffic/Major Roads
- Pollution (e.g. run-off water from dumps/mines, industrial pollution)
- Other \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

CATEGORY THREE  
Safety and Security

Indicator 9:  
Evidence of Anti-Social Behaviour

- ☐ Graffiti
- ☐ Vandalism
- ☐ Joyriding/Burnt out Cars
- ☐ Litter/Dog/Horse Dirt
- ☐ Drug Activities
- ☐ Crime
- Other \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Indicator 10:  
Public/Private Spaces

A. Monitoring of Spaces

i. C.C.T.V

- ☐ Full Coverage of Site
- ☐ Coverage of 75% of Site
- ☐ Coverage of 50% of Site
- ☐ Coverage of 25% of Site
- ☐ Not Present

ii. Working Lighting

- ☐ All Lighting Working
- ☐ 75% of Lighting Working
- ☐ 50% of Lighting Working
- ☐ 25% of Lighting Working
- ☐ Not Present

B. Provision and Use of Green Areas

- ☐ Extensively Used  
(adults and kids using it)
- ☐ Present/Moderately Used  
(few kids kicking ball/hanging out)
- ☐ Present as Thoroughfare Only  
(or for children hanging out)
- ☐ Present/Not Used  
(just for horses/rubbish)
- ☐ Not Present

C. Defensible Spaces

- ☐ Public Spaces Overlooked
- ☐ No Back/Side Alleys  
(exit/entrance can be monitored)
- ☐ Presence of Speed Ramps/  
Bollards/Gates
- ☐ No Unobserved/Multiple/Isolated  
Entrance/Exit Points
- ☐ Back Gardens Backed onto Each Other  
(Not roads)

*Note: Does the site/scheme give appearance  
of being too defensible?*

**Indicator 11:**  
**Access to Emergency Services**

*i. Barriers*

- ☐ No Barriers
- ☐ Allows for Lorries/Fire Trucks
- ☐ Allows for Ambulances/Vans
- ☐ Car Access Only
- ☐ Locked/No Free Access to Key

*ii. Location of Barriers (if Present)*

Nearest Point to Bays

Furthest Point to Bays

*iii. Phone Services*

- ☐ Free/Communal Access
- ☐ Requires 24hr On Site  
Caretaker to Access
- ☐ Requires Off Site Caretaker to Access
- ☐ Present but Not Working
- ☐ Not Present

*iv. Fire Safety/Medical Equipment*

- ☐ Free/Communal Access
- ☐ Requires 24hr On Site  
Caretaker to Access
- ☐ Requires Off Site Caretaker to Access
- ☐ Not Working/Out of Date
- ☐ Not Present

*v. Distance to Nearest Hospital*

- ☐ Under 5 miles
- ☐ 5-10 miles
- ☐ 10-15 miles
- ☐ 15-20 miles
- ☐ Over 20 miles

CATEGORY FOUR  
Management and Maintenance

I. Housing Management

Indicator 12:  
Presence of Caretaker or Other  
On-Site Manager

i. Is there is a Caretaker or Other On-Site  
Manager: If so who is it?

- ☐ Hired Directly by Local Authority
- ☐ Traveller Living On-Site
- ☐ Independent Contractor
- ☐ None
- ☐ Other \_\_\_\_\_

ii. Presence on-site

- ☐ On Site 24 Hours
- ☐ On Site 12-24 Hours
- ☐ On Site 6-12 Hours
- ☐ On-Site 6 Hours or Less
- ☐ Off Site Unless Contacted

iii. Duties [check all that apply]

- ☐ Access to Emergency Services
- ☐ Access to Barriers
- ☐ Access to Basic Communal Facilities
- ☐ Basic Maintenance/Upkeep  
[e.g. basic litter control, tidying,  
monitoring of empty bays etc.]
- ☐ Advanced Maintenance/Upkeep  
[e.g. repairs on-site, painting and  
groundskeeping, upkeep of empty  
bays, etc.]
- ☐ Estate Management  
[contact point for other services;  
tenant liaison; advice, info]
- ☐ Monitoring of Anti-Social Behaviour/  
Dealing with Conflicts
- ☐ Other \_\_\_\_\_

**Indicator 13:**  
**Evidence of ‘Toleration’/ Tradeoffs**

- ☐ No Evidence
- ☐ Little Evidence (e.g. 1 or 2 of below)
- ☐ Some Evidence (e.g. 2 or 3 of below)
- ☐ Considerable Evidence (e.g. 3 or 4 of below)
- ☐ Substantial Evidence (e.g. all 5 of below)

*Evidence includes: (Circle All That Apply)*

- ☐ Areas of site maintained while others are not
- ☐ Significant numbers of nearby unauthorised halting sites/roadside encampments (more than a few caravans), especially for long durations and if official site is underutilised
- ☐ Presence of horses roaming free
- ☐ Amount and length of duration of nearby waste
- ☐ Boulderling: Evidence of nearby entrances to car parks, industrial sites or open spaces being blocked by mounds of dirt or boulders

Other \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**II. Maintenance**

**Indicator 14:**  
**Evidence of Repairs and Improvement Works**

- ☐ Construction Work in Progress
- ☐ Presence of Repair Vehicles/
- ☐ Local Authority Vehicles, etc.
- ☐ No Vacant (but maintained) Bays/Houses (if yes how many)

- ☐ No Derelict (vacant and not maintained) Bays/Houses (if yes how many)

Other Evidence \_\_\_\_\_  
\_\_\_\_\_

**Indicator 15:**  
**Waste Management and Collection**

*i. Illegal Dumping/Fly tipping*  
*[Observable by asking, or by observing types of rubbish]*

- ☐ None
- ☐ Moderate to Light, Any Distance
- ☐ Moderate, Close to Site
- ☐ Substantial, Greater than \_ to 1 Mile from Site
- ☐ Substantial, Close to Site

*ii. Facilities on Site*

- ☐ 1 Rubbish Bin and/or Skip per Bay
- ☐ Numerous (at least 2) Skips and Multiple Rubbish Bins
- ☐ 2-3 Skips
- ☐ 1 Rubbish Bin and/or Skip per Site
- ☐ None

*iii. Frequency of Collection*  
*[Fullness of bins obviously dependent on when you visit – might be collection day]*

- ☐ Frequent  
(weekly or greater; skips/bins not very full)
- ☐ Quite Frequent  
(either 1-2 weeks or skips/bins approx 50% full)
- ☐ Moderately Frequently  
(either every 2-3 weeks or skips/bins 75% full)
- ☐ Infrequently  
(either 3-4 weeks or skips/bins quite full)
- ☐ None or Very Infrequent  
(either less than once a month or skips overflowing)

When is collection day?  
\_\_\_\_\_



**Indicator 16:**  
**General Management/ Maintenance**

*i. Day-to-Day Upkeep: Evidence of...*

- ☐ Groundskeeping
- ☐ No Litter/Tidiness
- ☐ No Waste/Rubbish (specifically mounds of)
- ☐ Painting and General Maintenance

*ii. Overcrowding*

Extra Caravans	Number of Houses/Bays
0	
1	
2	
3	
4	
4+	

*iii. Pest Control*

Pest	Presence	Scale of Problem V. Bad, Bad, Moderate, Low, V. Low
Rats		
Horses		
Dogs		
Insects		
Other		

III. Estate management

Indicator 17:  
Communal Facilities

i. Provision

- ☐ Play Facilities
- ☐ Arts/Leisure/Recreation
- ☐ Creches/Childcare
- ☐ Spaces for Traveller Economy
- ☐ Evidence of Civic/Community Activism
- 

ii. Use and Quality of Present Facilities

- ☐ All Frequently Used
- ☐ Some Frequently Used
- ☐ All or Some Weekly
- ☐ Used Less than Weekly
- ☐ Never Used

iii. Upkeep of Present Facilities

- ☐ Very Good Upkeep
- ☐ Good Upkeep
- ☐ Neither/Average Upkeep
- ☐ Poor Upkeep
- ☐ Not Kept Up

Indicator 18:  
Management of Horses

i. Provision for Horses

- ☐ Large Bounded Area on Site
- ☐ Small Bounded Area on Site
- ☐ Allowed Off Site Provision (e.g. separate stables or fields)
- ☐ Not Bounded/Unofficial Site (e.g. unbounded field next to site, or even within site)
- ☐ None

ii. Programmes for Managing Horses

- ☐ Removal of Horses
- ☐ Managing Waste
- ☐ Safety and Security (Separated from site/Cannot roam free)
- ☐ Involves Travellers Themselves
-

CATEGORY FIVE  
Quality of Life

Indicator 19:  
Perceptions of Quality of Life

i. What are the three best things about this site?

1.

2.

3.

ii. Do these things make you want to stay here?

☐ Yes

☐ No

iii. What are the three worst things about this site?

1.

2.

3.

iv. Do these things make you want to leave here?

☐ Yes

☐ No

v. Who do you go to for information if you have a problem with your accommodation?

☐ Local Authorities

☐ Public Health Nurse

☐ Traveller Organisation

☐ Social Worker

☐ Religious Official

Other

vi. Who do you go to for advice and support if you have a problem with your accommodation?

☐ Local Authorities

☐ Public Health Nurse

☐ Traveller Organisation

☐ Social Worker

☐ Religious Official

Other

vii. Have you ever had any trouble from the Settled Community while living here?

☐ Not at all

☐ Once or Twice

☐ Sometimes

☐ Frequently

☐ Very Frequently

*viii. Have you ever had any trouble from other Travellers while living here?*

- ☐ Not at all
- ☐ Once or Twice
- ☐ Sometimes
- ☐ Frequently
- ☐ Very Frequently

*ix. How comfortable is your caravan/house?*

- ☐ Very Comfortable
- ☐ Comfortable
- ☐ Neither Comfortable nor Uncomfortable
- ☐ Uncomfortable
- ☐ Very Uncomfortable

## **Indicator 20: Patterns of Movement/ Nomadism**

*i. Do you travel at all now?*

- ☐ Very Frequently (go to ii.)
- ☐ Frequently (go to ii.)
- ☐ Sometimes/Occasionally (go to ii.)
- ☐ Rarely (go to ii.)
- ☐ No (go to iii.)

*ii. How often do you travel?*

- ☐ Every Few Years
- ☐ Once a Year
- ☐ Twice a Year
- ☐ More than 3 Times a Year

*iii. When was the last time you travelled?*

- ☐ 3 Months
- ☐ 3-6 Months
- ☐ 6-12 Months
- ☐ 1-2 Years
- ☐ 2 Years or More

*iv. If you did want to travel how easy do you think it would be?*

- ☐ Very Easy
- ☐ Easy
- ☐ Neither Easy nor Difficult
- ☐ Difficult
- ☐ Very Difficult

*v. What was the reason for the last time you travelled?*

- ☐ Work
- ☐ Religious Occasion
- ☐ Family
- ☐ No Reason
- ☐ Eviction

Other \_\_\_\_\_

*vi. How long do you think you will stay here?*

- ☐ No Plans to Leave
- ☐ Few Years
- ☐ One Year
- ☐ 6 months – One Year
- ☐ 3-6 months
- ☐ Less than 3 Months
- ☐ As Soon As Possible

## QUALITATIVE QUESTIONS AND NOTES

### I. Profile

#### *Gender*

- ☐ Male
- ☐ Female

#### *i. What age group are you in?*

- ☐ under 18
- ☐ 18-30
- ☐ 30-40
- ☐ 40-50
- ☐ 50-60
- ☐ 60 +

#### *ii. What is your marital status?*

- ☐ Single
- ☐ Engaged To Be Married
- ☐ Married
- ☐ Separated
- ☐ Widow

#### *iii. Do you have any children?*

- ☐ Yes (go to iv.)
- ☐ No (go to iv.)

#### *iv. How many children do you have?*

---

#### *v. How long have you been on this site?*

- ☐ Less than 3 Months
- ☐ 3-6 Months
- ☐ 6-12 Months
- ☐ 1-2 Years
- ☐ 2-5 Years
- ☐ 5-10 Years
- ☐ 10-15 Years
- ☐ More than 20 years

#### *vi. Do you have any members of family on this site?*

- ☐ Parent(s)
- ☐ Siblings and their families
- ☐ Other Extended Family Members and their families

II. Interaction with Housing and Management and Maintenance

i. What type of accommodation have you lived in?

- ☐ Roadside Encampments (go to ii.)
- ☐ Temporary Halting Site (go to ii.)
- ☐ Permanent Halting Site
- ☐ Group Housing
- ☐ Local Authority Housing
- ☐ Private Rented Accommodation
- ☐ Other \_\_\_\_\_

ii. Have you ever been moved on from somewhere?

- ☐ Yes (go to iia.)
- ☐ No (go to iii.)

iia. Where did this happen?

\_\_\_\_\_

iib. When did this happen?

\_\_\_\_\_

iii. Are you happy with what is provided here?

- ☐ Very Happy
- ☐ Happy
- ☐ Neither Happy nor Unhappy
- ☐ Unhappy
- ☐ Very Unhappy

iv. How happy were you with your previous accommodation?

- ☐ Very Happy
- ☐ Happy
- ☐ Neither Happy nor Unhappy
- ☐ Unhappy
- ☐ Very Unhappy

v. Would you like to get or be nearer to more services?

- ☐ Would like to be much nearer a lot more services
- ☐ Would like to be quite a bit nearer some more services
- ☐ Would like to be near a couple of more services
- ☐ Would like to be nearer/ have more access to a particular service (which one?)  
\_\_\_\_\_

- ☐ No

vi. Do you get visits from:

Local Authorities

☐

Yes

How Often

☐

No

Public Health Nurse

☐

Yes

How Often

☐

☐

No

Social Workers

☐

Yes

How Often

☐

No

Traveller Organisations

☐

Yes

How Often

☐

No

vii. Would you like to see more of these people?

☐

A lot More

☐

More

☐

A Bit More

☐

More Access to a Particular Official  
(Which One?)

☐

No

viii. When was the last time you or a family member visited the doctor?

☐

Within the Last 2 Weeks

☐

Month

☐

1-3 Months

☐

3-6 Months

☐

6-12 Months

☐

12 Months or More

ix. When was the last time you or a family member visited the hospital?

☐

Within the last 2 Weeks

☐

Month

☐

1-3 Months

☐

3-6 Months

☐

6-12 Months

☐

12 Months or More



*x. Do Ambulances/Emergency Services Call Out?*

- ☐ Always
- ☐ Most of Time
- ☐ Sometimes
- ☐ For Specific Emergencies
- ☐ Never

*xi. Are you happy to stay here or would you prefer another type of housing/accommodation?*

- ☐ Happy to stay here

*(if yes, end of questions)*

*(if no, go to following options)*

- ☐ Permanent Halting Site
- ☐ Temporary Halting Site
- ☐ Group Housing
- ☐ Local Authority Housing
- ☐ Private Rented Accommodation
- ☐ None of the Above

Other \_\_\_\_\_  
\_\_\_\_\_



## Other Publications available from the Centre for Housing Research (formerly the Housing Unit)

### GOOD PRACTICE GUIDELINES

Brennan, B. (2000), *Good Practice in Housing Management: Guidelines for Local Authorities – Repair and Maintenance of Dwellings*, Dublin, Housing Unit

Clarke, J. and Norris M. (2001), *Good Practice in Housing Management: Guidelines for Local Authorities – Rent Assessment, Collection, Accounting and Arrears Control*, Dublin, Housing Unit

Moran, J. (2003), *Good Practice in Housing Management: Guidelines for Local Authorities – Housing Refugees*, Dublin, Housing Unit

Norris, M. (2001), *Good Practice in Housing Management: Guidelines for Local Authorities – Managing Voids: Co-ordinating the Monitoring, Repair and Allocation of Vacant Dwellings*, Dublin, Housing Unit

Norris, M. (ed) (2001), *Good Practice in Housing Management: Guidelines for Local Authorities – Managing in Partnership: Enabling Tenant Participation in Housing Estate Management*, Dublin, Housing Unit

Norris, M. (2003), *Good Practice in Housing Management: Guidelines for Local Authorities – Preventing and Combating Anti-Social Behaviour*, Dublin, Housing Unit

DTZ Piedad (2004), *Good Practice in Housing Management: Guidelines for Social Housing Providers – Training and Information for Tenants*, Dublin, Housing Unit

Treadwell-Shine, K. and Norris, M. (2006) *Good Practice in Housing Management: Guidelines for Local Authorities – Regenerating Estates, Rebuilding Vibrant Communities* Dublin, Centre for Housing Research

Kane, F., Treadwell-Shine, K., and Coates, D. (2008) *Traveller-Specific Accommodation: Practice, Design and Management* Dublin, Centre for Housing Research

### HOUSING RESEARCH SERIES

Brooke, S. and Norris, M. (2002), *The Housing Management Initiatives Grants Scheme: An Evaluation*, Dublin, Housing Unit

Murray, K. and Norris, M. (2002), *Profile of Households Accommodated by Dublin City Council: Analysis of Socio-Demographic, Income and Spatial Patterns*, Dublin, Housing Unit.

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Coates, D. and Norris, M. (2006) *Supplementary Welfare Allowance, Rent Supplement: Implications for the Implementation of the Rental Accommodation Scheme* Dublin, Centre for Housing Research

Shiels, P., Norris, M., Coates, D., and Kane, F. (2007) *Supporting Low-income Homebuyers in Ireland, 1990-2003: Profile, Policy and Issues* Dublin, Centre for Housing Research

Treadwell-Shine, K., Kane, F., and Coates, D. (2008) *Management and Maintenance of Traveller-Specific Accommodation* Dublin, Centre for Housing Research

### POLICY DISCUSSION SERIES

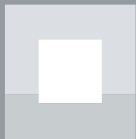
Treadwell Shine, K. and Norris, M. (2006), *Housing Policy Discussion Series No 1 – Regenerating Local Authority Housing Estates: Review of Policy and Practice*, Dublin, Centre for Housing Research

Coates, D., Kane, F., and Treadwell-Shine, K., (2008) *Housing Policy Discussion Series No 3 – Traveller Accommodation in Ireland: Review of Policy and Practice*, Dublin, Centre for Housing Research

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**ISBN: 978-1-903848-29-6**



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