



Annual Report 2024

careafterprison.ie

Empowering and Supporting All Those Affected by Imprisonment

Contents

Company Information

Directors	Caitríona Nic Góráin Ercus SC Frances Daly Fr. Seán M Stewart ac Giollarnath Patricia Mc Mahon (resigned) Dermot Lavin (resigned)
Company Secretary	Noeleen Reilly
Charity Number	20419
Company Registration Number	506754
Registered Office and Principal Address	56, Aungier Street, Dublin 2
Auditors	Kiely & Co, Statutory Audit Firm 26 Pembroke Street Upper Dublin 2
Principal Bankers Allied Irish Banks plc	7-12 Dame Street Dublin 2



Chairperson's Opening Statement

At Care After Prison, our vision is of a society that believes in second chances — where people leaving prison, and their families, are supported to rebuild their lives with dignity and hope.

To achieve this vision, we know that compassion alone is not enough. Our impact depends on **strong governance**: the leadership, oversight, and accountability that ensures our organisation is resilient, transparent, and mission-driven.

Why Governance Matters to Our Work

Good governance is often seen as something that happens “behind the scenes.” But in reality, it is the backbone of every service we deliver. Governance gives us the structures and safeguards to:

- Use resources wisely and responsibly, so that every euro invested in our work has the greatest possible impact.
- Protect our clients and their families by ensuring services are delivered with quality, consistency, and care.
- Remain accountable to our funders, partners, and most importantly to the people we serve.
- Create space for innovation and growth, so that we can adapt to emerging needs without losing sight of our mission.

Strong governance also ensures that the voices of lived experience remain central to our decision-making. This is vital in a sector where stigma can silence those most affected.

Governance in Action: 2024 Achievements

This year, governance shaped not just how we operated, but what we achieved:

- We completed a **comprehensive review of policies and governance**, ensuring compliance, strengthening oversight, and preparing for future growth.
- We worked with **Rethink Ireland** to develop a new strategic plan, refreshed branding, and a communications strategy aligned with our values.
- Our Board expanded its expertise, preparing for greater inclusion of members with lived experience of imprisonment to strengthen our perspective and decision-making.
- We deepened partnerships with the **Irish Prison Service, Probation Service, Kinsale Management**, and new allies across housing, education, and employment — building reintegration pathways that are grounded in accountability and collaboration.

These steps have made Care After Prison a more resilient organisation, one capable of meeting the growing and complex needs of those we serve.

How Governance Connects to Impact

Governance is not an abstract concept — it is what makes the following possible:

- **Jack's story:** Governance ensures our peer mentoring programme is well-managed, safe, and effective. Because of this, Jack received the right mentor at the right time, helping him engage with recovery services, reconnect with his family, and prepare for work.
- **Tom's parents' story:** Governance ensures family supports are properly resourced and responsive. With clear accountability, a CAP Key Worker was able to walk alongside Tom's parents, helping them navigate the prison system and cope with stigma, instead of facing it all alone.
- **Claire's story:** Governance allows us to balance frontline delivery with long-term planning. Because of this, Claire received support in prison while her husband accessed family support in the community — both strands aligned under a shared mission of keeping families together.

These outcomes are not by chance. They are the result of systems and structures that ensure Care After Prison delivers services with consistency, safety, and integrity.

Looking Ahead: Governance as Our Compass

As we move into 2025, governance will continue to be our compass. We will:

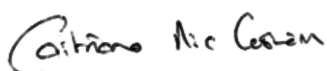
- **Diversify our Board** to include more voices with lived experience, ensuring those most affected help guide our decisions.
- **Launch a strategic fundraising strategy** to secure sustainable funding and strengthen accountability to our funders.
- **Embed governance best practice** in every area of our work, from finance to safeguarding, so that clients and families can trust that Care After Prison will be here for the long term.

A Thank You

I want to thank my fellow Board members, whose commitment to strong governance ensures that Care After Prison remains accountable and resilient. I also thank our staff, peer mentors, and volunteers, who live our mission every day, and our funders and partners, who place their trust in us.

Most importantly, I thank the people we support — individuals and families like Jack, Tom's parents, and Claire. Their courage in sharing their stories reminds us why governance matters: because behind every policy, every audit, and every decision is a person who deserves a second chance.

At Care After Prison, governance is not an administrative task. It is the structure that allows us to walk alongside people with dignity, deliver meaningful impact, and keep our vision alive: a society where everyone can rebuild, participate, and thrive.



Caitríona Nic Góráin

**Chairperson
Care After Prison**





Executive Director Statement

Care After Prison: 2024 Reflections and 2025 Vision

2024 was a year of growth, partnership, and deepened impact for Care After Prison. As we walked alongside people leaving prison and their families, we also strengthened our organisation to remain resilient, responsive, and ready to meet the complex needs of those we serve.

This year, our work made a tangible difference:

- **69 in-reach** meetings in prisons offered vital connection and preparation for release.
- Our Community Voluntary Programme **supported 39 clients** as they reintegrated into society.
- **18 mentees progressed** through our Peer-Led Mentor Training Programme, building skills and confidence.
- We **supported 12 families**, and with new funding from the St. Stephen's Green Fund, began developing a Family Peer Mentoring Programme.

Most importantly, people achieved life-changing outcomes through our services and partnerships:

- **92 individuals** received tailored addiction support.
- **23 clients** engaged in education and training.
- **60 individuals** secured employment.
- **9 people** found safe accommodation after release.

One client captured the heart of our mission:

"Care After Prison helped me find stability when I had none and supported me to believe in myself again."

Stories of Change

Behind these numbers are real people and families.

- Jack, a father who struggled with addiction and mental health challenges, spent time in prison and feared losing his family. Through CAP's peer mentoring and family support, he reconnected with his wife and children, engaged in recovery, and began preparing for work. ***"I'm present for my family again,"*** he says.
- Tom's parents faced the devastating reality of their son's imprisonment for drug-related theft. They carried the stigma of being "the parents of a prisoner" and struggled to navigate the prison system. A CAP Key Support Worker supported them before and during Tom's sentence, giving them guidance and reassurance. They no longer carry their burden in silence and now have hope for Tom's future.
- Claire, a mother of three, had been in and out of prison due to her addiction. While she fought her battles, her husband carried the weight of work, childcare, and community stigma alone. Referred to CAP whilst in prison, Claire received vital addiction and recovery support through CAP's **community support scheme** while her husband accessed **family support** services to cope with isolation. Together, they are rebuilding their lives with hope and resilience.

These stories remind us that our work is not only about services, but about dignity, healing, and second chances.

Strengthening Our Organisation

Alongside frontline support, we invested in Care After Prison itself to ensure long-term impact. We:

- Completed a full review of policies and governance, strengthening compliance and readiness for growth.
- Partnered with Rethink Ireland to develop a new strategic plan, communications strategy, and refreshed branding.
- Expanded partnerships with the Irish Prison Service, Probation Service, Kinsale Management, and new allies in housing, education, and employment — broadening opportunities for people rebuilding their lives.

Looking Ahead: Our 2025 Priorities

As we look to the future, we will build on these foundations to reach even more people by:

- Launching a strategic fundraising strategy to secure sustainable funding.
- Expanding our Family Peer Mentoring Programme to strengthen family resilience.
- Diversifying our Board, ensuring more voices with lived experience guide our work.

- Deepening partnerships across housing, education, employment, and research to improve reintegration pathways.
- Above all, continuing to centre dignity, voice, and lived experience in everything we do.
- Strengthen measurement and evaluation, ensuring that we track not just outputs but outcomes — so we know where we are making a difference and where we can improve

Our Vision

We remain committed to:

- Being a trusted, person-centred service for everyone affected by imprisonment.
- Challenging stigma and building new pathways to reintegration, stability, and hope.
- Listening, learning, and adapting so that no one is left behind.

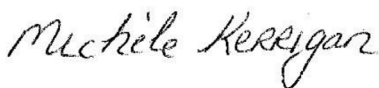
A Call to Action

Whether by partnering with us, funding our work, or simply sharing our message — your support helps transform lives, strengthen families, and build a more inclusive society for all. Together, we can show that change is possible, that every person deserves a second chance, and that community truly belongs to everyone.

A Thank You

I extend my heartfelt thanks to our dedicated staff, volunteers, Board members, funders, and partners — whose commitment makes this work possible. And above all, I honour the courage and determination of those we support every day.

Together, we are building safer, stronger communities — where those leaving prison has the chance to rebuild, participate, and thrive. Together, we are showing that change is possible.



Michele Kerrigan
Executive Director
Care After Prison



Jack's Journey



For the first time, we felt supported instead of judged

Jack is a 45-year-old husband and father who spent much of his adult life struggling with addiction and mental health issues. Without the right supports, his life spiralled and eventually led to imprisonment. While Jack was inside, the impact on his family was immense. His wife suddenly had to raise their children alone while carrying the stigma of being “the wife of a prisoner.” Friends and neighbours treated her differently, and the children often felt isolated. “It was as if we were being punished too,” she later shared.

When Jack was released, he faced a daunting road: rebuilding trust at home, finding work, and learning to live differently. That’s when **Care After Prison (CAP)** became a lifeline.

Through **peer mentoring**, Jack was matched with someone who had lived through similar experiences. “Talking to someone who had been where I’d been gave me real hope,” Jack said. “My mentor showed me change was possible.” With CAP’s guidance, Jack connected to addiction and mental health services, started training, and began to see a path forward.

Equally important was the **family support service**. CAP provided Jack’s wife with a safe, non-judgmental space to share her struggles with a key worker who understood what she was going through. The children also benefitted from knowing their family wasn’t alone. “For the first time, we felt supported instead of judged,” his wife reflected.

Today, Jack is present in his children’s lives, working every day on his recovery and family relationships. He is also exploring employment opportunities with renewed confidence.

“Care After Prison supported not just me, but my wife and children too,” Jack says. “They gave us the tools and belief to move forward together. We couldn’t have done it alone.”

Jack’s story shows the transformative impact of **peer mentoring and family support** in helping people rebuild their lives after prison, and in breaking down the stigma that so often isolates families.



Directors' Annual Report

The directors present their Directors' Annual Report, combining the Directors' Report and Trustees' Report, and the audited financial statements for the financial year ended 31 December 2024



Directors' Annual Report

The directors present their Directors' Annual Report, combining the Directors' Report and Trustees' Report, and the audited financial statements for the financial year ended 31 December 2024.

The financial statements are prepared in accordance with the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Directors' Report contains the information required to be provided in the Directors' Annual Report under the Statement of Recommended Practice (SORP) guidelines. The directors of the charity are also charity trustees for the purpose of charity law and under the charity's constitution are known as members of the Board of trustees.

In this report the directors of Care After Prison present a summary of its purpose, governance, activities, achievements and finances for the financial year 2024.

The charity is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Companies Act 2014 and, although not obliged to comply with the Statement of Recommended Practice applicable in the UK and Republic of Ireland FRS 102, the organisation has implemented its recommendations where relevant in these financial statements.

The charity is limited by guarantee not having a share capital.

Mission, Purpose & Objectives

Our Story

Care After Prison was founded in 2009 out of a shared belief that **everyone deserves a second chance** and that peer support is a powerful tool for breaking the cycle of reoffending.

That year, **Fr. Charles Hoey**, then Chaplain at Mountjoy Prison, and **Paul Mackay**, a member of the visiting committee and parole board, completed their service at Mountjoy. Although their official roles ended, their commitment to improving outcomes for people affected by imprisonment did not.

At the same time, within the prison walls, a serving prisoner had begun helping his peers — providing advocacy, advice, and practical support for those struggling with the challenges of prison life. Importantly, he recognised that many people who would not engage with formal prison services were more willing to open up to someone who had lived their experience. In this, he saw the potential of **peer-led support**: a way to bridge gaps in trust, build confidence, and encourage people to take steps towards change.

When the Parole Board granted him work release, Fr. Hoey and Paul Mackay recognised the strength of his approach. They believed his insight and lived experience could shape a new kind of service — one that placed people with direct experience of prison at the centre of solutions. *“Care After Prison was built on the belief that nobody should face the journey of reintegration alone — community and peer support make lasting change possible.” Paul Mackay*

With Fr. Hoey’s support, the **Carmelite Community Centre** generously offered a home for the initiative, providing space and resources free of charge. *“We believed that lived experience could be the most powerful guide for people leaving prison — a voice of hope from someone who has walked the same path.” Fr. Hoey*

The serving prisoner, drawing on his personal journey and his vision for change, developed a proposal that became **Care After Prison** — Ireland’s first **peer-led charity** dedicated to supporting people leaving prison, their families, and communities. His approach was holistic, including not only those directly impacted by prison but also **families and victims of crime**, recognising that real rehabilitation and reintegration involve everyone touched by the justice system. *“Change is possible for everyone when you are given the right support and the chance to lead by example.” Peer led Voice – serving prisoner.*

From the very beginning, the ethos of Care After Prison has been clear: **change is possible for everyone** when people are provided with the right circumstances, opportunities, and supports. Peer mentors — people who have themselves experienced imprisonment — play a central role in showing by example that new pathways are possible.

Our Purpose

Care After Prison is incorporated under a **Memorandum and Articles of Association**, governed by its constitution, and overseen by a voluntary Board of Directors.

Our objectives are to:

- **Benefit the community** across Dublin and the wider Republic of Ireland by providing support, information, and referral services to people currently in prison and those with lived experience of prison
- **Support families** strengthen relationships, and promote healing
- **Prevent reoffending** by breaking the cycle of imprisonment through peer-led, person-centred supports that promote empowerment, inclusion, and opportunity

Principles

The **principles, beliefs, and values** at the heart of Care After Prison shape the organisation's ethos. They guide how we work, how we support our clients, and how we collaborate with partners and stakeholders.

This ethos is expressed through our **Mission, Vision, and Values**, which together reflect the spirit of Care After Prison: a commitment to dignity, inclusion, and hope for all those affected by imprisonment.



KEY ACTIVITIES

Community Support Scheme (CSS)



Provides tailored, community-based supports to reduce re-offending among individuals serving short sentences

Peer Mentoring & Peer Mentor Training



Matches individuals leaving prison with mentors who have lived experience of imprisonment

Family Support Services



Offenders advice and emotional support to families affected by imprisonment

In-Reach and Outreach Support



Provides guidance and support to individuals in prison and upon release

Community Voluntary Programme (CVP)



Offers practical support and referrals for individuals re-entering the community

Information Line



Provides advice, guidance and signposting on all services

Care After Prison is a dedicated nonprofit organisation focused on supporting individuals impacted by imprisonment, including current and former prisoners and their families. Through a peer-led approach, we foster a deeper understanding of the unique challenges faced by these individuals, enhance communication, and cultivate a nurturing community.

Our team is committed to offering a comprehensive range of support services aimed at those who have served time in prison. We believe in promoting safer communities and reducing reoffending rates by equipping our service users with the essential skills needed for successful reintegration into society.

Our Services

Care After Prison services are situated in Dublin and Portlaoise, offering a range of information, advocacy, referral, and support solutions for individuals and their families affected by imprisonment. The services are offered in a secure environment. We are a community-focused organisation that partners with various organisations and networks to achieve our objectives. In our work with individuals, we adopt a thorough approach that focuses on collaboratively identifying their needs, strengths, goals, and aspirations. Care After Prison works alongside individuals and their families at every stage of the imprisonment process – before imprisonment, during imprisonment, prior to release, and after release.

Community Support Scheme (CSS)

In May 2013, Care After Prison was awarded a contract by the Irish Prison Service (IPS) to act as the linkage service for the newly launched Community Support Scheme (CSS) initiative aimed at addressing prison overcrowding and decreasing recidivism rates among prisoners serving sentences of 3 to 18 months.

The aim of the Community Support Scheme is to improve support for prisoners prior to their release, immediately after their release, and for a period following their release, with the intention of disrupting the cycle of reoffending.

Care After Prison participates in the Community Support Scheme by having support workers and prison staff work together with prisoners shortly after their committal. They assess risk factors, make appropriate referrals, and create a customised sentence management plan for each individual prior to their release.

The objectives of the CSS scheme are to reduce crime rates and improve public safety by:

- Identifying suitable candidates currently serving short-term sentences of 3 to 18 months.
- Creating support care plans for those imprisoned and getting them ready for release.
- Working alongside individuals to change behaviour and reduce criminal activities by linking them with suitable support services through a Community Based Organisation (CBO) before their release.
- Monitoring the progress or regression of participants in the program throughout their sentence.
- Acknowledge the progress that service users have made to date.

Peer Mentoring

The Peer Mentoring Programme offers valuable support to individuals recently released from prison. Our program is designed for individuals who have previously been imprisoned and require support during the challenging transition from prison back into society. The individual being released from prison (Mentee) is paired with a Mentor (who has completed the Peer Mentoring Training Programme). A trained Mentor, who has successfully completed Care After Prison's Peer Mentoring Training Programme, provides the support and guidance required to help individuals achieve their full potential.

The Mentor has firsthand experience of imprisonment and understands the challenges faced upon release. Having navigated the path from prison to reintegration, they serve as a “safe pair of ears,” offering support by sharing their personal experiences and insights that aided them during their transition back into society.

Peer mentoring is designed for individuals seeking assistance in reintegrating into society. This is intended for individuals who are

- 18 years of age or older;
- Any gender;
- Impacted by incarceration.

Peer Mentoring Training Programme

For those who wish to become a Mentor we offer a free training programme. The course is run several times throughout the year in the community. It is also delivered in the Prisons normally during the school vacation period. Those seeking to train as a mentor must be:

- 12 months post release;
- Over 18;
- Any gender;
- No upcoming criminal charges;
- Stable or addiction free.

This programme is run over two days with our Peer Mentoring Team.

Family Support Service

Having a loved one or someone close to you in prison can be incredibly challenging for many. Care After Prison provides a supportive environment for expressing your emotions, particularly regarding the effects on family and loved ones; families often experience feelings of isolation, shame, and confusion. Our family support service provides a secure and accepting environment where both the practical and emotional challenges of having a loved one in prison can be openly discussed. Our experienced team is here to listen, provide practical support and guidance to parents, grandparents, and children, along with essential information on prison systems, including visiting, financial advice, health information, and support. It can provide family members with a deeper understanding of prison regimes. Family members usually interact with Care After Prison regarding various topics, including visiting, the effects on children, health, legal matters, addiction, homelessness, release plans, community issues, and resettlement services. Additional forms of assistance provided include:

- Guidance on actions to take when a family member is arrested
- Support throughout the Court process
- Pre-sentence guidance and assistance
- Help in managing the responses of others
- Thoughtful support regarding how to communicate with children
- Advice and assistance concerning child separation

Our in-reach service is available to individuals who are imprisoned, whether they are on remand or serving a sentence, regardless of the duration of that sentence. To access this service, individuals must write directly to Care After Prison from within the prison or request a referral through the Chaplain or Counsellor present in the facility.

A comprehensive assessment is conducted, followed by the implementation of a support plan. Care After Prison assigns a Support Worker to the individual who will establish a safe environment for open, honest, and straightforward conversations. This includes discussions about prison “regimes,” information on alternative progression routes, pre-release information groups, and support available both inside and outside of prison while serving a sentence.

Community Voluntary Programme (CVP)

The Community Voluntary Programme is a self-referral service that assists individuals with lived experience in their journey to resettle and reintegrate. It engages with individuals on a one-on-one basis, offering practical and emotional support, guidance, information, referrals, and personal planning. Care After Prison offers assistance in various areas, including securing training and employment, managing relationships, and providing support and referrals related to addiction and other concerns. Care After Prison provides CVP service users with the chance to connect and receive continuous support.

Information Line

Our information line service provides support and advice along with information on all our services.



Testimony – Tom's Parents

Our son Tom is in prison for theft connected to his drug use. As parents, nothing prepares you for watching your child lose their way, and then face the reality of a prison sentence.

Before Tom was sentenced, we were already struggling. His addiction had taken over his life, and as parents, we felt helpless. We were ashamed, worried, and didn't know where to turn. That's when we first encountered Care After Prison. A Key Worker sat down with us and listened without judgement. For the first time, we felt like someone understood—not just what Tom was going through, but what we were going through as his parents.

When Tom was sent to prison, our Key Worker stayed with us. Navigating the prison system was overwhelming—the visiting rules, the paperwork, the uncertainty. Our Key Worker explained the process step by step, answered our questions, and reassured us that what we were feeling was normal. They even helped us prepare for visits, so we could make the most of the short time we had with Tom.

Outside of prison, life was still very hard. In our community, we felt judged and isolated. Some friends pulled away, and we carried the stigma of being “the parents of a prisoner.” Our Key Worker supported us through that too—checking in regularly, offering a listening ear, and advise. Having someone to talk to who didn't judge us gave us the strength to keep going.

What made the biggest difference was knowing we weren't alone. Our Key Worker reminded us that addiction is an illness, not a moral failing, and that families like ours deserve support. They also gave us hope that Tom could turn his life around, even though the journey would be long.

The support continues today. We know we can pick up the phone and our Key Worker will be there. They've helped us see that we're not defined by Tom's mistakes, and that staying connected to him gives him the best chance of recovery when he comes home.

As parents, we still carry the pain of seeing our son in prison, but we no longer carry it in silence. Care After Prison has been a lifeline for us—helping us navigate the system, cope with stigma, and hold onto hope for the future.

Tom's parents' story shows how **family support and Key Worker guidance** can reduce isolation, ease stigma, and strengthen families—ensuring they are equipped to support their loved ones both during and after imprisonment.

“

**What made
the biggest
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was knowing
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alone**

Operating Context

In 2024, Care After Prison operated within a rapidly evolving criminal justice environment shaped by persistent challenges, including overcrowding in prisons, rising mental health and addiction issues, and high reoffending rates. These pressures underscore the critical importance of community-based interventions and the role of organisations like Care After Prison in supporting reintegration and reducing reoffending.

Partnership with the Irish Prison Service

Care After Prison works in close collaboration with the Irish Prison Service (IPS), which oversees 12 prisons across the country, including 10 closed institutions and 2 open centres. The IPS plays a pivotal role in the criminal justice system, working alongside Probation Services, the Department of Justice, the Courts Service, An Garda Síochána, the Irish Penal Reform Trust, and NGOs such as Care After Prison.

The IPS's Strategic Plan 2023–2027 emphasises Prisoner Pathways — enhancing healthcare, rehabilitation, education, and pathways to employment and resettlement. A key feature of this plan is collaboration with external partners to improve outcomes. Care After Prison contributes significantly by:

- Delivering services that reduce pressure on prison populations.
- Providing reintegration supports that extend beyond prison walls.
- Partnering with Probation Services through our Peer Mentoring Programme, which builds consistent, non-judgmental relationships that complement formal probation supports.

Prison Statistics and Overcrowding

Prison numbers have risen sharply in recent years. By July 2024, there were 5,055 prisoners, representing 112% of official capacity. Approximately 20% of prisoners were on remand, awaiting trial or sentencing.

This persistent overcrowding has serious consequences, including:

- Reduced access to mental health and addiction services.
- Increased strain on prison staff and systems.
- Greater urgency for early release and community-based alternatives.

Reoffending remains a critical challenge: 41% of people released in 2020 reoffended within one year (CSO, 2020). Disrupting this cycle requires effective reintegration supports that address housing, health, education, employment, and family relationships.

Barriers to Reintegration

Transitioning from prison back to society is complex and often sudden, with many individuals released without adequate preparation. The challenges faced are multi-dimensional:

Education and Employment

- Over 50% of prisoners leave school before completing the Junior Certificate (IPS, 2019).
- Former prisoners face stigma and barriers in securing employment due to criminal records and lack of qualifications.
- Many lack awareness of education and training opportunities.
- Without meaningful work or education, the risk of reoffending increases.

Family Relationships

- Families are often the primary support system but face financial strain, emotional stress, and stigma.
- Conditions of release are not always well understood by families.
- Breakdown of family relationships can increase isolation and the risk of relapse.
- Evidence from the Farmer Review (UK, 2017) shows that maintaining strong family ties reduces the likelihood of reoffending by 38%.

Housing

- Many individuals are released into homelessness due to the lack of transitional or emergency accommodation.
- Homelessness is often compounded by addiction and mental health issues, making successful reintegration extremely difficult.

Mental Health

- A recent Inspection Report on Psychiatric Care in Prisons highlighted severe gaps in staffing, treatment pathways, and continuity of care for people with serious mental health needs.
- Without effective pre-release planning and community supports, mental health challenges frequently persist or worsen post-release.

Addiction

- Approximately 70% of prisoners enter prison with addiction issues, yet treatment options are limited.
- As of January 2024, 894 prisoners were waiting for addiction counselling, with a ratio of just one drug counsellor per 400–500 prisoners.
- Fewer than 15 detox beds are available across the system.
- Dual diagnosis (mental health and addiction) is widespread but poorly addressed.
- Without intervention, individuals often leave prison still struggling with addiction, heightening the risk of reoffending.

The Need for Integrated Solutions

The evidence is clear: isolated interventions are not enough. Addressing the challenges of overcrowding, reoffending, mental health, and addiction requires integrated, well-funded approaches that begin inside prison and extend into the community.

Care After Prison plays a vital role in this ecosystem by:

- Offering peer-led mentoring and support to bridge the gap between prison and community.
- Supporting families through information, advocacy, and emotional support.
- Linking individuals to housing, education, employment, addiction, and mental health services.
- Acting as a trusted community partner to statutory agencies, helping reduce the cycle of offending and building safer, stronger communities.

Strategic Report

Launch of Our New Strategic Plan 2025–2029

In 2024, the Board of Care After Prison approved our new five-year Strategic Plan: **“Transforming the Lives of Those Affected by Imprisonment.”**

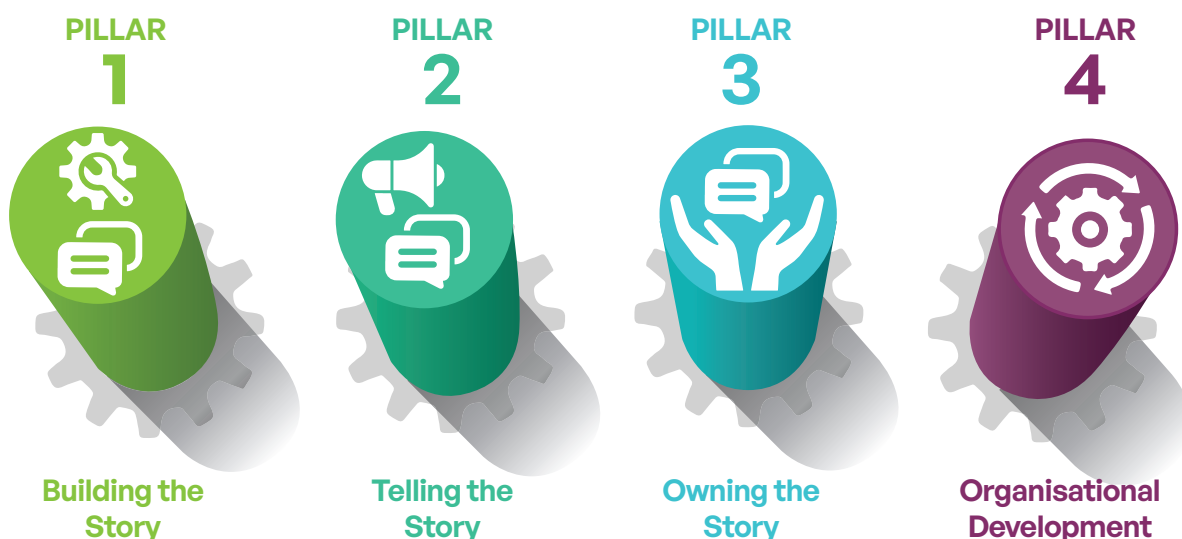
This marks an important milestone in our journey. Since 2018, Care After Prison has been guided by our previous strategic plan, which we continued to deliver on during the challenges of the Covid-19 pandemic. The pandemic made it difficult to develop a new long-term strategy, but in 2024 we were able to renew this process with fresh energy and focus.

With the invaluable non-financial support of **Rethink Ireland**, we undertook a comprehensive consultation process. Over the course of several months, we gathered insights and feedback from our Board, staff, members, and key stakeholders. Their contributions were central in shaping the vision, priorities, and commitments that will guide our work over the next five years.

In September 2024, we were proud to **launch the new Strategic Plan at the Mansion House**. This event provided an opportunity to share our ambitions for the future and to highlight the positive impact Care After Prison continues to have in the lives of those we support.



Beginning in 2025, the plan will focus on four key strategic pillars:



Building the Story

is reach, growth in numbers, growth in audience diversity, digital optimisation.

Strategic Outcome:

The support offered by Care After Prison is known/seen/heard.

Telling the Story

involves creating avenues for the storytelling of these stories, while also bolstering their delivery through training and social media content.

Strategic Outcome:

The support offered by Care After Prison is known/seen/heard.

Owning the Story

is Care After Prison building its voice as a public contributor, ensuring organisational consistency and the right structure to deliver on its goals.

Strategic Outcome:

Everyone at Care After Prison works together to evolve, innovate, and grow sustainably so vital supports for clients continue.

Organisational Development

is building organisational sustainability and capacity, ensuring organisational consistency and the right structure to deliver on its goals

Strategic Outcome:

Everyone at Care After Prison works together to evolve, and grow sustainably.

KEY OUTCOMES 2024



GOAL 1

The needs of those with lived experience of prison and their families will be at the heart of Care After Prison services and their development.

- 1.1 Strengthen the Community Support Scheme
- 1.2 Establish a Peer Led Mentor training Programme
- 1.3 Develop a Family Information & Support Service



OUTCOMES

- ✓ Completion levels on the Community Support Scheme will be sustained.
- ✓ Prison in-reach integrated into the Community Support Scheme
- ✓ Peers will receive annual training in mentoring and be matched with mentees.
- ✓ Career coaching, interview skills, and additional training opportunities will be offered to peers.
- ✓ Care After Prison will become a “go to” service for families seeking information, advice, and practical support.

Community Support Scheme 2024

Maintaining Commitment, Strengthening Reintegration

1.1 In 2024, Care After Prison maintained its strong commitment to the **Community Support Scheme (CSS)**, ensuring high-quality, person-centred service delivery. Through this scheme, we continued to provide vital support for people leaving prison, helping them reintegrate into society with dignity, stability, and hope.

Key Achievements in 2024

- **323 referrals** received from the Irish Prison Service, with CAP staff available across prisons to conduct timely assessments.
- **169 clients supported**, including **121 new clients** who engaged with the scheme for the first time.
- **78 clients successfully completed the scheme**, achieving a **60.47% completion rate**, demonstrating strong engagement and programme effectiveness.

Impact

Our data shows that the CSS continues to offer a comprehensive, client-focused intake and support process. Each client receives tailored, responsive interventions designed to address individual needs and barriers to reintegration. The high completion rate is evidence of both client commitment and the effectiveness of our support model in sustaining meaningful engagement.

Most importantly, behind every number is a life transformed. One client reflected:

“Since linking in with Care After Prison I have become a changed person. My outlook on life has changed. I have so much to look forward to in the future and it’s all thanks to Care After Prison. If you need anything these are the people to contact. Nicest in the world and trustworthy. I just can’t find the appropriate words of gratitude.”

Supporting Individuals with Complex Needs in 2024

In 2024, Care After Prison made significant strides in supporting individuals with complex needs following their release from prison. Our holistic approach focused not only on reducing reoffending but also on addressing the root causes that hinder successful reintegration—addiction, education, employment, and housing.

Generated imageThe Broader Impact:



- **Addiction Recovery:** With 92 individuals receiving dedicated addiction support, we saw a marked improvement in clients' mental and physical health, reducing the risk of relapse.
- **Education & Employment:** 83 individuals (60 employment, 23 education and training) are now on a path to financial independence, with many progressing into sustained careers or vocational programs.
- **Accommodation Stability:** Although only 9 secured housing, each client who did was provided with a stable base from which to rebuild their lives and futures.

1.2 Peer Led Mentor Training Programme

In 2024, we also enhanced opportunities for peers' personal and professional development, ensuring they continue to grow in their own lives while helping others. Training was delivered **both in prison and community settings**, ensuring accessibility and inclusivity for all participants and opportunities for growth and connection.

Building skills, strengthening community, and opening doors for the future

As part of our commitment to fostering supportive community, Care After Prison established a Peer-Led Mentor Training Programme. Each year, peers receive dedicated training to develop the skills needed to guide and support mentees effectively. By empowering peers to become mentors, we create a cycle of learning, opportunity, and shared success.

2004 Programme Highlights

- 29 participants took part in training sessions, gaining mentoring, coaching and personal development skills.
- 18 active mentees were supported through peer mentoring relationships, receiving tailored guidance and encouragement.
- Training was delivered in both prison and community settings, ensuring accessibility and inclusivity for all participants.

"I get such a lot from being a mentor. Being able to help someone is just a brilliant feeling. I want to share with others what it's like to be out and stay out. It's not easy-but it can be done, and I can help."

Mentor

Benefits of Peer Mentoring

Builds Confidence & Leadership – Peers develop essential skills in communication, coaching, and guidance, growing into strong leaders.

Strengthens Community Connections – Mentoring fosters trust, empathy, and shared understanding, creating inclusive and supportive networks.

Enhances Career Readiness – Mentors practice coaching, feedback, and professional skills, boosting their employability and readiness for future roles.

Promotes Personal Growth – Both mentors and mentees reflect on goals, challenges, and achievements, building resilience and self-awareness.

Creates a Community of Support – Trained mentors inspire others, encouraging a cycle of peer-to-peer support that benefits the whole community.

1.3 Family Information & Support Services

Recognising this, Care After Prison developed the **Family Information & Support Service**.

This service provides families with clear and accessible information, practical guidance, and a safe space to ask questions, share concerns, and feel heard. Our goal is to empower families to:

- Support their loved ones more effectively.
- Strengthen their own resilience.
- Feel connected to a wider, caring community.

Our vision is for Care After Prison to become the “go-to” resource for families — a trusted partner offering advice, reassurance, and hope. By extending support to families, we create positive change that benefits individuals, their loved ones, and society.



Family Information & Support Services

Expanding our reach to support not only individuals, but entire families.

Behind every person on their journey of change and growth stands a network of family and loved ones – many of whom face their own challenges in offering support.

Families often navigate complex systems, feel the weight of uncertainty, and can experience anxiety, isolation, and emotional strain.

“Knowing there’s someone to talk to who understands what we’re going through has made all the difference. It helps us feel less alone and made it so much easier to navigate the system and support our son without feeling completely lost.”

Parent of a prisoner

Impact in 2024

In 2024, Care After Prison expanded its reach by **directly supporting 12 families**. With dedicated guidance and information, these families reported feeling more confident, connected, and equipped to help their loved ones. Outcomes included:

- Increased confidence and knowledge in supporting family members.
- Reduced feelings of isolation, stress, and anxiety.
- Stronger family engagement in mentoring, training, and rehabilitation.
- Improved communication and trust between families, peers, and staff.
- Better access to services, resources, and information.
- Positive effects on family wellbeing, resilience, and long-term outcomes.

Looking Ahead: Family Peer Mentoring Programme

In 2024, Care After Prison secured funding from the St. Stephen's Green Fund to develop a Family Peer Mentoring Programme. Launching in 2025, this initiative will connect families affected by imprisonment with trained peer mentors who have lived experience of similar challenges.

The programme will:

- Reduce isolation among families.
- Build resilience and mutual support.
- Empower families to navigate the complexities of the criminal justice system.

By investing in families, we invest in stronger, healthier pathways to reintegration — ensuring that no one faces this journey alone.

In Reach

In 2024, Care After Prison delivered **69 in-reach meetings** with people in prison. These meetings provide a vital bridge between custody and community, offering support, guidance, and preparation for release.

Our in-reach services are designed to:



Build **trust and continuity** between prison-based and post-release supports.

Help **individuals identify** needs and set personal goals prior to release.

Reduce **anxiety around transition** and uncertainty about life after prison.

Strengthen engagement with community services upon release.

The impact is clear: people leaving prison feel better supported, more confident, and more prepared to reintegrate into society. By maintaining regular contact before release, our staff ensure that continuity of care extends into the community — increasing the likelihood of **successful, long-term reintegration** and reducing the risk of reoffending.

Community Voluntary Programme

Impact of Our Work in 2024

39 clients supported



Reduce the risk of reoffending
by providing stability, purpose, and consistent support



Build practical skills and self-confidence
empowering them to pursue education, employment, or volunteering



Strengthen personal relationships
with family, friends, and the wider community



Feel seen, valued, and connected
reducing isolation and stigma



Contribute positively to society
turning lived experience into personal growth and, in some case, helping others on their own journey

Supporting individuals, strengthening communities

The Community Voluntary Programme supports people with lived experience of prison who self-refer to our service. Some come to us directly upon release, while others reach out after spending time in the community and finding themselves in difficulty. Whatever the pathway, the programme provides a safe, supportive space where individuals can access guidance, rebuild stability, and take steps towards reintegration

Each person supported represents not just an individual success, but a source of strength that uplifts families, neighbourhoods, and the wider community — making reintegration a shared achievement.



“Being part of the programme gave me hope and direction. It showed me that I could build a future, not just for myself but also for those around me.”

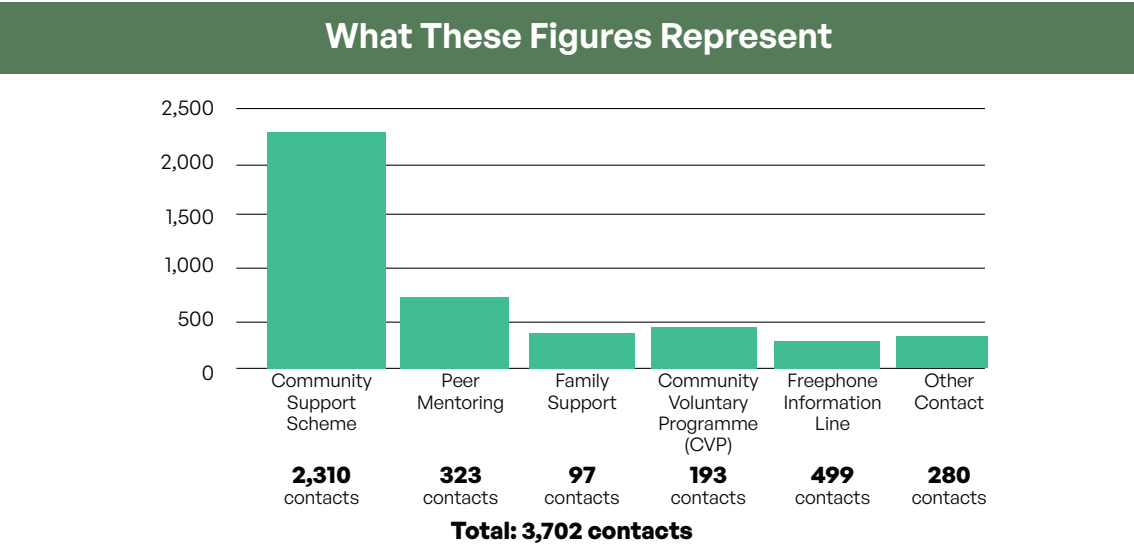
— Participant, Community Voluntary Programme

Information & Support Contacts in 2024

Every contact is a moment of connection

In 2024, Care After Prison supported people affected by imprisonment through a total of 3,702 direct contacts across our specialist programmes and services. Each contact is more than a number — it is a chance to listen, guide, and walk alongside someone during a challenging time.

Contact Breakdown by Service Area



Community Support Scheme (CSS)

Over 2,300 contacts highlight the critical importance of structured, person-centred support. Through guidance on housing, employment, addiction recovery, and daily life, CSS helps reduce reoffending and builds stability for people returning to the community.

Peer Mentoring

With **323 contacts**, the programme demonstrates the unique power of lived experience — mentors who have walked the same path offering guidance, encouragement, and inspiration.

Family Support

97 families reached out for help, reflecting the deep emotional and practical strain imprisonment places on loved ones. CAP's family services offer information, advocacy, and a safe space to be heard.

Community Voluntary Programme (CVP)

193 contacts illustrate the value of flexible, volunteer-led support, reaching those who have just left prison as well as those still struggling years later.

Freephone Information Line

499 calls underline the ongoing demand for accessible, confidential advice — often the first step towards deeper, more structured support.

Other Contacts

280 general calls show CAP's trusted role as a first point of contact for anyone unsure of where to turn.

Our Impact in Real Terms

Behind every call, meeting, or message is a person facing **fear, uncertainty, or stigma**. Care After Prison's approach — **practical, person-centred, and non-judgmental** — ensures that even the shortest interaction can spark long-term change.

Outcomes include:

- Securing safe housing and employment.
- Reconnecting with family and community.
- Reducing isolation, stress, and stigma.
- Building confidence and resilience for the future.

Each of the **3,702 contacts in 2024** represents not just a statistic, but a moment of connection and hope.



“Just knowing there’s someone on the other end of the phone who understands makes all the difference.”

— Service User

Looking Ahead

As demand for our services continues to grow, Care After Prison is committed to ensuring that **no call for help goes unanswered**.

In 2025 we will:

- **Deepen partnerships** to expand housing, education, and employment opportunities.
- **Train more peer mentors** to meet the rising demand for lived-experience support.
- **Expand family services**, building resilience and reducing isolation for loved ones.
- **Strengthen our Freephone and information lines** to ensure accessible, confidential support at every stage of reintegration.

Our vision remains clear:

That everyone affected by imprisonment will have the support they need to reintegrate successfully into society.



GOAL 2

To strengthen Care After Prison as an organisation and ensure the relevance and sustainability of the organisation.

Strategic Objectives



2.1
Review of organisational policies, systems, roles and procedures to verify they are fit for purpose.



2.2
Review of governance systems and structures to ensure compliance with legislation obligations.



2.3
Provide support and development for staff within an accountable management framework.



2.4
Ensure the Board reflects the expertise to lead this Strategic Plan and promote peer participation.



EXPECTED OUTCOMES



Compliance with all legal, financial, and reporting requirements.



Enactment of the Governance Code over the lifetime of this plan.



Introduction of a performance management system and ongoing continuous professional development.



A more diverse Board membership, including individuals with lived experience of prison or supporting a loved one in prison.

STRENGTHENING OUR FOUNDATION (2024-2029)

Policies



- Full review of all organisational policies in 2024
- Updates to reflect compliance and best practice
- New policies developed to address identified gaps

Governance Code



- Comprehensive review of the structures and systems
- Commitments to adopting the Governance Code by 2029
- Annual governance review process introduced
- Transparent progress reporting to stakeholders

Staff Development



- New performance management system in development
- Training delivered in 2024:
 - Restorative Justice Practice
 - HR & Governance
 - Mental Health First Aid
 - Social Media & H&S
- Commitment to continuous professional growth

Governance Code



- Strengthening Board membership to meet Strategic Plan needs
- Actively including peers with lived experience
- Broader representation to improve decision making & relevance

By strengthening governance, investing in staff, and ensuring inclusion, Care After Prison is building a resilient organisation ready to deliver change>

Governance and Organisational Development.

Building a strong, transparent, and inclusive foundation for the future

To deliver on our mission and ensure Care After Prison remains strong, transparent, and effective, we have identified a set of strategic objectives focused on governance and internal development. These objectives are designed to keep our policies and systems fit for purpose, ensure compliance with all legal and financial obligations, and foster a culture of accountability, professional growth, and inclusion.

By embedding **good governance** and ensuring the meaningful participation of those with lived experience, we strengthen our foundation — enabling us to better support clients, families, and communities.

2.1 Policy Review and Development

In 2024, we conducted a **comprehensive review of all organisational policies**. This process identified areas requiring updates to reflect current practice and compliance requirements, as well as gaps where new policies are needed. Strengthening our policy framework ensures that Care After Prison operates with integrity, transparency, and consistency across all areas of work.

2.2 Strengthening Governance Systems

We carried out a full review of our **governance structures and systems** to ensure compliance with legislation and sector standards. As a result, we are committed to adopting the Governance Code over the lifetime of the 2025–2029 Strategic Plan, reinforcing accountability and good practice.

To achieve this, we have developed a clear and practical action plan, which includes:

- Conducting a **detailed gap analysis** against Governance Code requirements.
- Developing and approving an **implementation plan** with clear timelines for compliance.
- Delivering **governance training** for Board members and senior staff.
- Reviewing and updating governance documents, including terms of reference, Board policies, and procedures.
- Establishing an **annual governance review process** to track progress and ensure alignment.
- Communicating progress transparently to stakeholders through **annual reports and Board updates**.

2.3 Investing in Staff and Leadership

We are committed to supporting our staff through clear management structures, accountability, and opportunities for professional development.

In 2024, we began preparations to introduce a **formal performance management system** to help staff set and achieve professional goals. Alongside this, we offered a range of **training & development opportunities**, equipping staff with the skills to provide high-quality, person-centred support.

These opportunities reflect our commitment to a **skilled, motivated, and resilient team**, ready to deliver the highest standard of support for people leaving prison and their families.

TRAINING TOPICS



Restorative Justice Practice



Governance and Compliance Training



Mental Health First Aid



Social Media Training



Health and Safety Training

2.4 Inclusive and Effective Governance

As part of our commitment to inclusive governance, Care After Prison will ensure that our **Board reflects the skills, expertise, and perspectives** needed to deliver on the 2025–2029 Strategic Plan.

This includes actively supporting the **participation of peers** — individuals with lived experience of imprisonment, or of supporting a loved one in prison, where suitable for specific roles. Broader representation on our Board will:

- Strengthen decision-making.
- Ground our work in lived reality.
- Ensure that the voices of those most affected by imprisonment help shape our direction.



GOAL 3

Care After Prison will enhance its profile, expanding networks and partnership ensuring services are widely known, understood and keep pace with changing needs.

- 3.1 We will build strategic partnerships with employers, training, educational, housing and research bodies.
- 3.2 We will communicate and disseminate the work of Care After Prison



OUTCOMES

- ✓ Increased access to a wider range of specialist services, knowledge and skills.
- ✓ Care After Prison will work with housing providers to expand the housing options for those leaving prison.
- ✓ The profile of Care After Prison is strengthened in line with the strategic direction.
- ✓ We will build strategic partnership with employers, and with training, educational, housing and research bodies.

Partnerships & Advocacy

Expanding opportunities through collaboration and amplifying voices for change

At Care After Prison, we know that meaningful reintegration does not happen in isolation. By building partnerships with **employers, educators, housing providers, and research bodies**, we expand the opportunities and specialist supports available to people leaving prison.

Through this collaborative approach, Care After Prison opens new pathways to employment, education, and secure housing — giving our clients the best possible chance to rebuild their lives, reduce reoffending, and contribute positively to their communities.

In 2024, Care After Prison deepened partnerships with employers, training providers, housing agencies, and specialist organisations to strengthen reintegration supports. We also amplified our profile through strategic communications, sharing client stories, and engaging stakeholders to highlight the challenges faced by people leaving prison. As we move into our 2025–2029 Strategic Plan, we will continue to build strong partnerships, reduce stigma through expanded communications, and champion the voices of people with lived experience to influence policy and practice.



GOAL 3

BUILDING AWARENESS & RAISING AWARENESS



3.1 Building Stronger Partnerships

- Deepened links with employers, training providers, and housing agencies:
- Collaborated with specialist organisations to:
 - Meet individual client needs
 - Reduce barriers to reintegration
 - Create long-term pathways to stability



3.2 Raising Awareness & Amplifying Voices

- Shared client stories and impact through social media and communications.
- Engaged with stakeholders, partners, and the wider public.
- Highlighted challenges of prison leavers and the value of reintegration services.



3.3 Looking Ahead (2025–2029)

- Strengthen partnership in housing, education, employment, and health.
- Expand communications to reduce stigma.
- Champion lived experience to shape policy and practice.



GOAL 4

Care After Prison

Care After Prison will work to diversify and increase its income streams to sustain existing services and ensure there is capacity and funding to expand and develop services.



4.1 We will develop a comprehensive fundraising strategy



4.2 We will consolidate existing funding streams and identify new funding partners



4.3 We will ensure Care After Prison has robust and effective finance and risk management systems



OBJECTIVES



Patron to champion Care After Prison sponsorship programme



Existing funding is maintained, sources of expanded & levels of funding reflect the true cost of delivering services and Return on Social Investment.



Compliance with all legal, financial and reporting.

Funding, Partnerships & Financial Sustainability

At Care After Prison, we know that sustainable funding is essential to delivering consistent, high-quality services and ensuring we have the capacity to innovate and grow. In 2024, we made significant progress in strengthening our financial resilience, deepening partnerships, and laying the foundations for a new strategic fundraising strategy.

Diversifying and Strengthening Income

To safeguard our services and expand our reach, Care After Prison is committed to diversifying its income streams. By pursuing a broader mix of funding — including grants, strategic partnerships, corporate support, and community fundraising — we reduce reliance on any single source, building long-term sustainability and flexibility to meet emerging needs.

In 2025, the development of a **comprehensive fundraising strategy** will be a key priority. This plan will:

- Set clear and measurable fundraising goals.
- Identify and target new funding streams.
- Strengthen supporter engagement through a Patron to champion our mission.
- Provide a roadmap for long-term sustainability and growth.

These steps will ensure we can protect core services, respond to new challenges, and invest in future initiatives that create lasting impact.

Strategic Partnerships

In 2024, we continued to strengthen relationships with key partners:

- **Kinsale Management** provided vital expertise to help build organisational capacity and explore new opportunities.
- **Rethink Ireland** supported us in developing a new brand identity, strategic plan, and communications strategy, giving us greater visibility and a clearer voice in the sector.
- Ongoing support from the **Irish Prison Service and Probation Service** remained central to our work, directly funding programmes such as the Community Support Scheme, Peer-Led Mentor Training, Family Information & Support Services, prison in-reach, and tailored reintegration supports in housing, education, and employment.

These collaborations are the backbone of our work, enabling us to deliver holistic support that reduces reoffending, strengthens families, and helps people leaving prison to reintegrate successfully into their communities.

Strong Financial Governance

Strengthening Financial Controls & Governance

- Reviewing and updating financial policies, procedures, and risk framework to align with best practice.
- Formalising critical policies, including financial controls and fraud prevention.
- Establishing a comprehensive risk register, regularly reviewed by management and the Board.
- Conducting regular internal reviews and independent external audits.
- Embedding financial and risk reporting into Board meetings to ensure clear oversight and accountability.

Care After Prison recognises that strong governance and accountability are essential to sustaining trust and impact. In 2024, we ensured robust financial control and risk management systems were firmly in place. Key actions included:

Through these measures, we not only met all legal, financial, and reporting requirements, but also reinforced our foundation for sustainable growth.

Stronger Together

By diversifying funding, building partnerships, and ensuring rigorous financial governance, Care After Prison is better placed than ever to deliver life-changing services. These steps safeguard today's impact while laying the groundwork for tomorrow's growth — ensuring that people leaving prison and their families can count on us for the support they need, now and into the future.

Challenges

While 2024 was a year of progress and partnership for Care After Prison, we continued to navigate several challenges that impact both our day-to-day work and our long-term sustainability:

- **Complex needs of those we support:** Many clients face overlapping challenges including addiction, mental health issues, homelessness and poverty, which require increasingly holistic and specialised interventions.
- **Sustainable funding:** Despite securing some new funding streams, Care After Prison remains reliant on core statutory funding. Diversifying income and securing multi-year funding remains critical to meet growing demand.
- **Capacity and resources:** As demand for our services rises, our small team must balance frontline delivery with essential organisational development, governance and compliance work.
- **Housing shortage:** Ireland's ongoing housing crisis significantly limits options for people leaving prison, increasing the risk of homelessness and undermining reintegration efforts.
- **Stigma and social exclusion:** People with convictions and their families continue to face discrimination and social isolation, which can limit employment, housing and community engagement opportunities.
- **Keeping up with governance and compliance:** The increasing complexity of legal, financial and governance requirements require ongoing staff and Board training, policy updates and system improvements.

Despite these challenges, our commitment to supporting people leaving prison and their families remains strong. Through strategic partnerships, internal strengthening, and innovation, we aim to turn these challenges into opportunities to grow and deepen our impact.

A photograph of a family of three walking away from the camera on a path covered in fallen autumn leaves. The father is on the left, wearing a grey jacket and blue jeans. The mother is on the right, wearing a pink puffer jacket and blue jeans. A young child in a dark blue quilted jacket and red pants is walking between them, holding their hands. The background shows trees with yellow and orange leaves.

Testimony – Claire and Her Family

My name is Claire. I'm a mother of three young children, and for years I have battled a serious addiction. My addiction took over my life, and as a result, I have spent time in prison on several occasions. Each time I went in, my husband was left to manage everything on his own — working long hours, trying to put food on the table, and raising our children by himself.

It broke me to know the pressure he was under, but addiction is powerful, and it kept pulling me back. The shame and guilt were unbearable, especially when I thought about what my children were going through without their mam.

Through the prison services, I was referred to Care After Prison (CAP). That referral changed everything. For the first time, I was met with people who didn't just see my crime or my addiction—they saw me as a person who deserved another chance. CAP gave me a Key Worker who listened, believed in me, and helped me take real steps towards recovery. They linked me with addiction services, supported me in planning for when I got out, and reminded me that I was still a mother, still someone who could turn things around.

But CAP didn't just support me—they supported my husband too. He was exhausted, overwhelmed, and often felt completely alone. CAP gave him a safe space to talk about the challenges of raising three children while I was in prison, and the stigma he faced in our community. They reassured him that he wasn't failing and connected him with family support so he could cope better with the pressure.

With CAP's help, my husband found the strength to keep going, and I found the hope to keep fighting my addiction. They reminded both of us that recovery and rebuilding a family doesn't happen overnight, but it is possible with the right support.

Today, I am still on my journey, but I am working with services, rebuilding trust with my husband, and trying every day to be the mother my children deserve. My husband no longer feels completely alone, and we know CAP will continue walking beside us.

"Care After Prison has been a lifeline," my husband said. "They supported Claire, but they also supported me and the kids. They gave us hope when we thought we had none."

Claire's story shows the impact of whole-family support and peer-led recovery, proving that change is possible not just for individuals, but for families too.

“

**They gave us
hope when
we thought
we had none.**

Governance, Structure and Management

Overview of Company Structure

Directors	Caitríona Nic Góráin Ercus Stewart SC Frances Daly Fr. Seán Mac Giollarnath Patricia McMahon (resigned) Dermot Lavin (resigned)
Company Secretary	Noeleen Reilly
Charity Number	20419
Company Registration Number	506754
Registered Office and Principal Address	56, Aungier Street, Dublin 2
Auditors	Kiely & Co, Statutory Audit Firm 26 Pembroke Street Upper Dublin 2
Principal Bankers	Allied Irish Banks plc 7-12 Dame Street Dublin 2

Governing Documents

Care After Prison, trading as Care After Prison is a company limited by guarantee and not having a share capital. It was incorporated in 2011. Care After Prison is a charitable organisation registered with the Charities Regulator (CRA) in accordance with the Charities Act 2009.

ORGANISATIONAL STRUCTURE



Board Structure & Composition

Care After Prison is governed by a voluntary Board of Directors that provides strategic oversight and ensures strong governance. The Board brings together a diverse range of expertise, including law, human resources, criminal justice, business, finance, risk management, and governance. All Directors serve on a non-executive basis and do not receive remuneration for their time or contributions. In 2024, no expense claims were submitted by any Board member, underscoring the voluntary nature of their service.

Board members are appointed for a three-year term and may be re-elected for up to two further consecutive terms, with a maximum service period of nine years. This rotation framework ensures the Board benefits from a balance of continuity, fresh perspectives, and new skills. The number of Directors may be amended by ordinary resolution, with rotation arrangements adjusted accordingly. Where necessary, the Board also has authority to fill vacancies on an interim basis to meet the organisation's needs, with appointments formally ratified at the following Annual General Meeting (AGM).

Board Meetings & Reporting

The Board of Directors is required to meet at least six times per year. In 2024, the Board convened on five occasions, in addition to the AGM held on 12 November 2024. The Board achieved an attendance rate of 100% across all meetings.

Beyond scheduled meetings, Directors remained available throughout the year to provide guidance and support. The Executive Director engaged with Board members on specific matters between meetings, with decisions subsequently reported and ratified by the full Board.

Board packs, including the agenda and supporting documentation, are circulated one week in advance of meetings to enable thorough preparation. The agenda is developed collaboratively by the Chairperson and Executive Director, with Directors also able to propose items by contacting the Chairperson, Company Secretary, or Executive Director directly.

Standing agenda items include:

- Executive Director's report
- Conflicts of interest
- Finance and fundraising
- Risk management
- Governance and compliance
- Advocacy and lobbying activity

The Executive Director's report provides an update on organisational performance against the strategic plan and operational objectives, highlighting both achievements and challenges. Meeting minutes are reviewed by the Chairperson and approved as the first order of business at the following meeting. Attendance is formally recorded and monitored jointly by the Chairperson and Executive Director.

Finance, Audit, Risk and Governance Committee

The Finance, Audit, Risk and Governance Committee is comprised of four members: the Finance Expert Director, Chair of the Board, Finance Officer, and Executive Director.

The Committee is responsible for overseeing governance across reserves, financial reporting and audit, internal financial control, risk management, budgeting, financial performance, insurance, and procurement. Its role includes reviewing and recommending for Board approval the annual budget, monthly management accounts, audited financial statements, and the organisation's risk register. In 2024, the Committee convened on three occasions.

Conflict of Interest

Care After Prison maintains a robust Conflicts of Interest policy to ensure transparency and protect decision-making integrity.

On appointment, each Director receives the policy and completes a conflicts of interest declaration. At the start of every Board meeting, members are asked to declare any potential or actual conflicts. These are recorded in the minutes, together with any actions taken.

Where a conflict arises, the affected Director may be asked to abstain from discussion and voting, or to withdraw from the room for that item. In exceptional circumstances, where a conflict is significant or ongoing, the Board may review the appropriateness of the Director's continued service.

Board Recruitment & Induction

Care After Prison follows a structured recruitment and induction process to ensure that the Board maintains a strong balance of skills, experience, and diversity. Recruitment is conducted through Boardmatch, The Wheel, Activelink, and other networks. Shortlisted candidates are interviewed by the Finance, Audit, Risk and Governance Committee.

Before commencing recruitment, the Chairperson carries out an audit of Board composition to ensure compliance with good governance practice, confirming that:

- At least one member has relevant financial expertise;
- The Board maintains a balance of sectoral and corporate experience;
- Gender balance and diversity are appropriately represented.

New Directors receive a comprehensive induction pack including:

- Welcome and appointment letter from the Chairperson;
- Memorandum and Articles of Association;
- Organisational chart;
- Minutes from the last six Board meetings;
- Schedule of upcoming meetings;
- Latest annual report and accounts;
- Strategic and operational plans;
- Charities Regulatory Authority Governance Code;

- Financial procedures and policies manual;
- Governance Handbook;
- Code of Conduct and Conflicts of Interest policy.

Following induction, Directors sign the Code of Conduct and Conflicts of Interest policy, along with an acknowledgement of their roles and responsibilities.

Board members are encouraged to participate in ongoing training and development throughout the year. Relevant opportunities are shared by email and discussed at Board meetings to support continuous learning and effective governance.

Risk Management

Care After Prison maintains a comprehensive **Risk Register** to monitor, assess, and mitigate risks arising from its wide range of activities. The senior management team reviews legal, financial, strategic, operational, environmental, and reputational risks every two months.

The **Finance, Audit, Risk and Governance Committee** reviews the Risk Register at each meeting, with particular focus on:

- Newly identified risks,
- Increases in likelihood or impact of existing risks, and
- Proposed policy or procedural changes to reduce exposure.

In 2024, Care After Prison introduced a **Risk Dashboard** to strengthen oversight and reporting. This visual tool tracks:

- Total number of risks
- Risk categories
- Newly identified risks
- Highest-rated risks (high or high-medium)
- Movements in risk scores
- Associated action plans

The dashboard enables the Board to quickly identify areas of evolving concern and act promptly with targeted mitigation measures.

Key risks identified in 2024 included:

- ICT breaches or threat of fraud
- Reliance on state core funding and insufficient unrestricted income
- Recruitment and retention of staff

Mitigation measures undertaken included:

- Completion of a cyber security audit, with recommendations scheduled for implementation in 2025
- Development of a fundraising strategy to increase access to unrestricted funding, alongside active engagement with philanthropic and corporate partners
- Ongoing monitoring of funding mix (restricted vs. unrestricted) by the Finance, Audit, Risk and Governance Committee and the Board

Decision-Making

The Board of Directors holds ultimate responsibility for the governance, finances, and strategic direction of Care After Prison. Certain matters are specifically reserved for Board approval, including:

- Strategic and annual operational plans
- Annual budgets
- Approval of company policies
- Creation of new staff roles
- Appointment, remuneration, and performance review of the CEO
- Annual reports and financial statements
- Procurement contracts above €5,000
- Governance matters, including sub-committee composition

The Board delegates day-to-day management to the Executive Director, who is responsible for staff, operations, and preparing internal policies, budgets, and plans for Board approval.

The Executive Director reports regularly to the Board on progress against the strategic plan and annual operational plan, ensuring oversight, feedback, and accountability.

Expenditure above €5,000 must receive prior approval from the Finance, Audit, Risk and Governance Committee. All other expenditure follows the organisation's Finance Procedures Manual and established discretionary limits.

Investment Policy

Care After Prison does not hold fixed or cash assets for investment purposes and therefore does not maintain an Investment Policy.

Governance Code Compliance

The Board of Directors is committed to upholding the highest standards of governance and transparency. In September 2024, Care After Prison updated its Governance Handbook to reflect:

- The roles and responsibilities of Board members
- Internal controls ensuring separation of duties
- The functions and expected behaviours of the Board
- The legal duties of Directors in ensuring the effective running of the organisation

The Board conducts an **annual self-assessment** to identify development needs and set governance priorities for the year ahead.

In October 2024, Care After Prison confirmed compliance with the **Charities Regulator's Governance Code** and completed its annual return. An internal governance review is carried out annually in alignment with the Code, with updates to policies approved by the Board.

Care After Prison has recognised its status as a **non-complex charity** and is committed to compliance with all relevant standards and legislation, including:

- Charities Regulator’s Guidelines for Charitable Organisations on Fundraising from the Public
- Companies Act 2014
- Charities SORP (FRS 102)

The organisation is fully tax compliant and holds an up-to-date **Tax Clearance Certificate** from Revenue.

Board Director Remuneration

All Board Directors serve in a voluntary capacity. No remuneration or benefits were paid to any Director, directly or indirectly, in 2024.

Key Management & Staffing

In 2024, Care After Prison employed **nine staff members**. Key management personnel included the **Executive Director, Office Manager, and Finance Manager**.

The Executive Director is appointed by the Board but does not hold a Board position. With the exception of the Executive Director, no employee received remuneration exceeding €60,000 in 2024.

Performance Oversight & Staff Development

Care After Prison is committed to creating a workplace that empowers staff to achieve their potential while maintaining the highest professional standards.

The Board allocates an **annual training and development budget** to enhance staff skills, ensure safe delivery of services, and support career progression. The Executive Director meets regularly with team members to review development needs and aspirations, ensuring alignment with both organisational objectives and individual growth.

Future Plans

Building on the progress of 2024, Care After Prison is committed to expanding its reach, deepening its impact, and strengthening its foundations to meet emerging needs in the community. Our priorities for the year ahead include:

Expanding Family Support

- **Launch of a Family Peer Mentoring Programme** — providing practical guidance and emotional support from people with lived experience.
- **Becoming the “go-to” service for families** affected by imprisonment, offering information, advocacy, and meaningful connection.

Deepening Peer-Led Work

- **Training new cohorts of peer mentors** to deliver one-to-one support for people transitioning from prison to the community.
- **Expanding workshops** to include career coaching, interview preparation, and personal development, equipping clients with skills and confidence for the future.

Strengthening Partnerships

- **Growing strategic collaborations** with employers, housing providers, education services, and addiction supports to widen opportunities for clients.
- **Working with research partners** to measure impact, share learning, and inform the design of future services.

Raising CAP's Profile & Voice

- **Implementing a refreshed communications strategy and brand identity** to increase awareness and reduce stigma around imprisonment.
- **Sharing lived experience stories and impact data** to demonstrate the value of community-based, person-centred support.

Sustaining & Growing Funding

- **Developing a strategic fundraising plan**, supported by a Patron and strengthened partnerships, to safeguard and expand services.
- **Exploring new income streams** to reduce reliance on core state funding and secure long-term sustainability.

Strengthening Internal Capacity

- **Completing implementation of the Governance Code** and reviewing key organisational policies.
- **Introducing a performance management system** and expanding staff training to ensure CAP remains a strong, responsive, and resilient organisation.

Financial Review

The financial outcomes for 2024 are presented in the Statement of Financial Activities.

Total income: €378,062 — an 8.6% increase on 2023

Deferred income: €77,500 — relating to projects extending into 2025, including *Rethink Ireland* and *Kinsale Management* initiatives

Care After Prison reports on an accruals basis, ensuring that funding allocated for multi-year projects is recognised in line with delivery timelines. This approach provides transparency around both current-year income and commitments carried into future years.

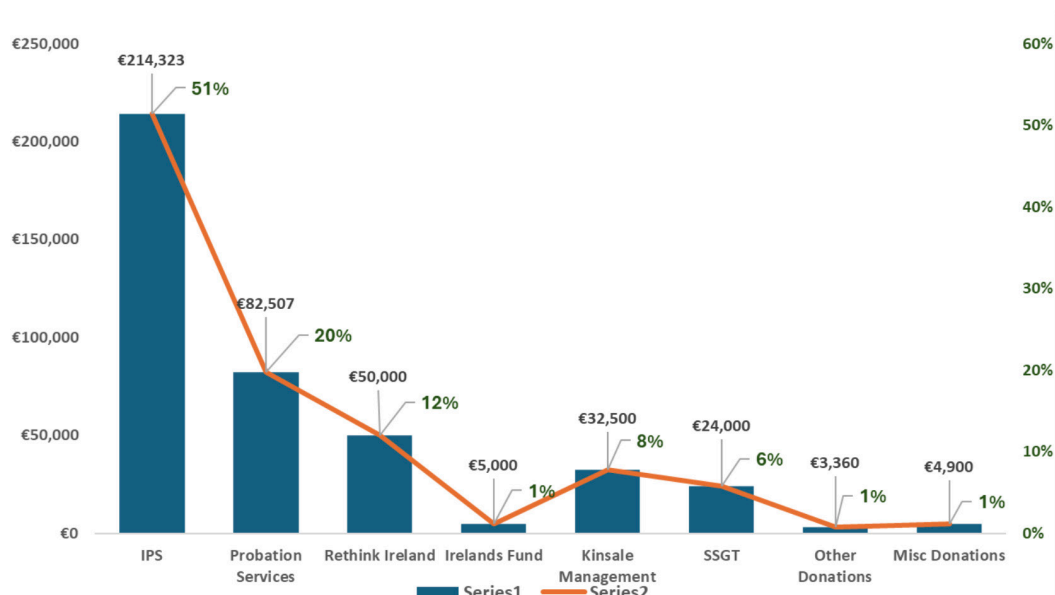
Funders & Income Sources

In 2024, Care After Prison received funding from a mix of sources, including:

- Government grants
- Philanthropic foundations
- Other income streams (corporate, fundraising, and donations)

The Board of Directors remains focused on building a diverse and sustainable funding base to reduce reliance on government income. This includes strengthening philanthropic and corporate partnerships, growing unrestricted income, and developing long-term funding arrangements to safeguard and expand services.

Funding Streams



Reserves Policy

Care After Prison maintains a **Board-approved Reserves Policy** to ensure strong financial controls and prudent management of resources. The policy requires the organisation to hold a minimum of **three months' unrestricted reserves**, equivalent to average expenditure. This reserve ensures that Care After Prison could continue to cover staff remuneration and essential operating costs in the event of unforeseen funding difficulties, providing time to secure alternative sources of income. Unrestricted reserves may be utilised to:

- Bridge short-term gaps in funding, given the absence of long-term guaranteed annual income
- Offset delays or shortfalls in funder payments
- Provide financial resilience in the event of unexpected challenges or crises

The **Finance, Audit, Risk and Governance Committee**, together with the Board, reviews the level of reserves **every two months**. This monitoring process forms an essential part of Care After Prison's financial planning, budgeting, and forecasting, guiding both strategic priorities and operational activities.

The Board recognises the importance of sustaining adequate reserves to safeguard the organisation's long-term financial stability. To achieve this, Care After Prison will implement a **fundraising strategy** to grow unrestricted income, with a focus on:

- Self-generated income
- Corporate charity partnerships
- Public fundraising initiatives
- Philanthropy and institutional funding opportunities

Going Concern

As of **31 December 2024**, Care After Prison held cash and cash equivalents of **€86,713**. Additional grant applications have been submitted, with outcomes expected in early 2025.

The Directors have a duty to ensure that available and committed funding is sufficient to meet all obligations and sustain operations for at least 12 months from the approval of the financial statements.

Based on current projections and funding commitments, the Directors are satisfied that there is **no material uncertainty regarding going concern** and that it remains appropriate to prepare the financial statements on a going concern basis.

Auditors

Kelly & Co were re-appointed as auditors at the AGM held on **12 November 2024**.

The Directors' Report, including the Strategic Report, was approved by the Board of Directors and authorised for issue on **23 July 2024**.

Statement on Relevant Audit Information

In line with Section 330 of the **Companies Act 2014**, the Directors confirm that:

- So far as each Director is aware, there is no relevant audit information of which the statutory auditors are unaware
- The Directors have taken all steps necessary to ensure they are aware of any relevant audit information and to establish that the statutory auditors are also aware of it.

Accounting Records

In accordance with Sections 281–285 of the **Companies Act 2014**, Care After Prison has ensured that appropriate accounting records are maintained. The organisation has employed qualified accounting personnel and uses a robust computerised accounting system.

Accounting records are maintained at Care After Prison's registered office: 56 Aungier Street, Dublin 2

Approved by the Board of Directors on the

And signed on its behalf by:



Caítriona Nic Góráin

Independent Auditors Report

For the financial year ended 31 December 2024



Directors' Report

For the financial year ended 31 December 2024

Directors and Secretary

The directors who served throughout the financial year were as follows:

Frances Daly
Sean Mac Giollarnáth
Patricia McMahon
Caítriona Nic Góráin
Ercus Stewart
Dermot Thomas Lavin

The secretaries who served during the financial year were:

Noeleen Reilly (Appointed 1 January 2024)
Patricia McMahon (Resigned 1 January 2024)

In accordance with the Constitution, the directors retire by rotation and, being eligible, offer themselves for re-election.

Future Developments

The company plans to continue its present activities and current trading levels. Employees are kept as fully informed as practicable about developments within the business.

Post Balance Sheet Events

There have been no other significant events affecting the company since the financial year-end other than the usual uncertainty on the availability on funding for 2025.

Political Contributions

The company did not make any disclosable political donations in the current financial year.

Auditors

The auditors, Kiely & Co, (Statutory Audit Firm) have indicated their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Taxation Status

The company is a close company within the meaning of the Taxes Consolidation Act, 1997.

Funding, Donations, and Compliance

Irish Prison Service (IPS):

The directors confirm the following details in relation to funding received from the Irish Prison Service:

- **Name of Grantor:** Irish Prison Service (IPS)
- **Name of Grant:** Community Support Scheme (CSS)
- **Purpose of Grant:** The CSS provides a structured form of temporary release for prisoners serving sentences between 3 months and 364 days. The aim is to reduce recidivism rates by implementing monitored care plans that support successful reintegration into the community.
- **Total Grant Awarded:** €214,342 (for the period 1 January 2024 to 31 December 2024)
- **Amount recognized in Income:** €214,342
- **Deferred or Outstanding Amount at Year-End:** €0
- **Restrictions:** The grant is restricted to the delivery of the CSS service.

Probation Service:

The directors confirm the following details in relation to funding received from the Probation Service:

- **Name of Grantor:** Probation Service
- **Name of Grant:** Probation Service Funding Allocation
- **Purpose of Grant:** To support the delivery of Peer Mentoring services to clients referred by the Probation Service.
- **Total Grant Awarded:** €82,507 (for the period 1 January 2024 to 31 December 2024)
- **Amount Deferred at Year-End:** €5,507
- **Restrictions:** The grant is restricted to the provision of Peer Mentoring services to Probation clients.

Other Grants and Fundraising:

The company received the following grants during the year. None of these relate to capital funding:

Rethink Ireland:

- **Total Grant:** €95,000
- **Amount Recognized in Income:** €50,000
- **Amount Deferred at Year-End:** €45,000

The Ireland Funds:

- **Total Grant:** €5,000
- **Amount Recognized in Income:** €5,000

Stephen's Green Trust:

- **Total Amount:** €24,000
- **Received in 2023;** recognized in 2024

Donations:

The company recognized the following donations during the financial year:

Kinsale Capital:

- **Total Amount:** €32,500
- **Received in 2023 and 2024;** fully deferred at year-end

Other Donations:

- **Total Received:** €3,360

Miscellaneous Income:

- **Total Received:** €4,900 (from various sources)

The directors express their sincere gratitude to all donors and supporters for their continued generosity.

Capital Grants:

The directors confirm that the State's investment in CAP – Care After Prison Company Limited by Guarantee is protected and will not be used as security for any other activity without prior consultation with the relevant Department and the sanction of the Department of Public Expenditure and Reform (DPER).

Employees:

No employee received remuneration within the €50,000 and above pay band during the year.

Tax Compliance:

CAP – Care After Prison Company Limited by Guarantee holds a valid tax clearance certificate and is fully compliant with the requirements of Circular 44/2006, "Tax Clearance Procedures: Grants, Subsidies and Similar Type Payments".

Governance and Management

Governance:

Care After Prison is governed by a Board of Directors and is fully compliant with the Charities Regulator's Charities Governance Code. As at 31st December 2024, the company had six Directors. The Board retains overall responsibility for the strategic direction of the organisation and for making major decisions, while operational matters are delegated to the Executive Director. Although the Executive Director is not a member of the Board, they attend both Board meetings and Finance & Audit Committee meetings to provide updates and contribute to discussions.

The company also has a Finance & Audit Committee, which is comprised of four members: the Chairperson, Office Manager, Finance Officer, and Executive Director. The committee met five times during the year, alongside the Board, which met on five occasions in 2024.

Directors undergo a formal induction process that includes the provision of an induction pack, containing the Constitution, recent board minutes, financial reports, and other key organisational documents. This is complemented by meetings with the Chairperson and other key personnel to familiarise new Directors with the company's work, governance structure, and their roles and responsibilities.

Directors are appointed according to the company's Constitution (comprising the Memorandum and Articles of Association) and serve without remuneration. The Board continues to work towards full compliance with the Charities Governance Code. Significant work was undertaken in 2022 to align with the Code's standards, including a comprehensive review of the company's policies, procedures, systems, and values. This ensures that the organization operates effectively, maintains transparency, and upholds best practice in charity governance.

Management:

While the Board of Directors is ultimately responsible for the organization and its strategic direction, the day-to-day management of the company is delegated to the Executive Director. The Executive Director oversees the operational activities of the organisation and ensures that the staff team executes the company's mission and strategies in line with Board directives.

The management team, led by the Executive Director, is responsible for carrying out the organisation's activities in accordance with the policies and strategies established by the Board. This includes ensuring the efficient delivery of services, compliance with all relevant regulations, and the proper allocation of resources to meet organisational objectives.

Staff operate under the guidance of the Executive Director and work collaboratively to achieve the company's goals. The management team plays a key role in translating the strategic direction of the Board into actionable plans, ensuring effective execution, and maintaining a high standard of service delivery across the organization.

Going Concern

During the year, the company reported a net deficit of €10,104 (2023: €16,355 deficit). As at 31st December 2024, the company had net liabilities of €969, compared to net assets of €9,135 in the prior year. The directors have prepared budgets and cash flow forecasts covering a period of at least twelve months from the date of approval of the financial statements. These forecasts demonstrate that the company is expected to be able to meet its liabilities as they fall due. On the basis of these assessments, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual financial statements.

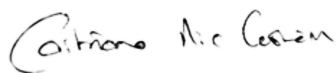
Statement on Relevant Audit Information

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

Accounting Records

To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at Carmelite Community Centre, 56 Aungier Street, Dublin 2.

Signed on behalf of the board



Caitriona Nic Góráin
Director

Date: 14th August 2024



Sean Mac Giollarnáth
Director

Date: 14th August 2024

Directors' Responsibilities Statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be readily and properly audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of Information to Auditor

Each persons who are directors at the date of approval of this report confirms that:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Independent Auditor's Report

to the Members of Care After Prison Company Limited by Guarantee

Opinion

We have audited the financial statements of Care After Prison Company Limited by Guarantee ('the company') for the financial year ended 31 December 2024 which comprise the Income Statement, the Balance Sheet, the Reconciliation of Members' Funds, the Cash Flow Statement and the related notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued in the United Kingdom by the Financial Reporting Council.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2024 and of its deficit for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 8, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, if applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Deirdre Kiely
for and on behalf of
KIELY & CO

Statutory Audit Firm
26 Pembroke Street Upper
Dublin 2

Date:

Financial Statements

For the financial year ended 31 December 2024



INCOME STATEMENT

for the financial year ended 31 December 2024

	Notes	2024 €	2023 €
Income	6	378,602	348,639
Expenditure		(388,706)	(364,994)
Deficit for the financial year		(10,104)	(16,355)
Total comprehensive income		((10,104))	(16,355)


BALANCE SHEET

for the financial year ended 31 December 2024

	Notes	2024 €	2023 €
Fixed Assets			
Tangible assets	9	14,702	16,186
Current Assets			
Debtors	10	3,563	3,900
Cash and cash equivalents		86,713	75,694
		90,276	79,594
Creditors: amounts falling due within one year	12	(105,947)	(7,051)
Net Current Liabilities		(15,671)	(7,051)
Total Assets less Current Liabilities		(969)	9,135
Reserves			
Retained (deficit)/surplus		(969)	9,135
Members' (Deficit)/Funds		(969)	9,135

The financial statements have been prepared in accordance with the small companies' regime.

Approved by the board on _____ and signed on its behalf by:



Caítriona Nic Góráin
Director



Sean Mac Giollarnáth
Director

RECONCILIATION OF MEMBERS' FUNDS

	Retained (deficit)	Total
	€	€
At 1 January 2023	25,490	25,490
Deficit for the financial year	(16,355)	(16,355)
At 31 December 2023	9,135	9,135
Deficit for the financial year	(10,104)	(10,104)
At 31 December 2024	(969)	(969)

BALANCE SHEET

for the financial year ended 31 December 2024

	Notes	2024	2023
		€	€
Cash flows from operating activities			
Deficit for the financial year		(10,104)	(16,355)
Adjustments for:			
Depreciation		4,088	6,354
		(6,046)	(10,001)
Movements in working Care After Prisonital:			
Movement in debtors		337	(954)
Movement in creditors		19,302	23,434
Cash generated from operations		13,623	12,479
Cash flows from investing activities			
Payments to acquire tangible assets		(2,604)	(4,408)
Net increase in cash and cash equivalents		11,019	8,071
Cash and cash equivalents at beginning of financial year		75,694	67,623
Cash and cash equivalents at end of financial year	11	86,713	75,694

Notes to the Financial Statements

for the financial year ended 31 December 2024

1. General Information

Care After Prison Company Limited by Guarantee is a company limited by guarantee incorporated in the Republic of Ireland. The registered office of the company is Carmelite Community Centre, 56 Aungier Street, Dublin 2 which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Directors' Report. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

2. Summary of Significant Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Statement of compliance

The financial statements of the company for the year ended 31 December 2021 have been prepared on the going concern basis and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102).

Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council.

The company qualifies as a small company as defined by section 280A of the Companies Act 2014 in respect of the financial year, and has applied the rules of the 'Small Companies Regime' in accordance with section 280C of the Companies Act 2014.

Income

Voluntary income or capital is included in the Income Statement when the company is legally entitled to it, its financial value can be quantified with reasonable certainty and there is reasonable certainty of its ultimate receipt. Income received in advance of due performance under a contract is accounted for as deferred income until earned. Grants for activities are

recognised as income when the related conditions for legal entitlement have been met. All other income is accounted for on an accruals basis

Tangible assets and depreciation

Tangible assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible assets, less their estimated residual value, over their expected useful lives as follows:

Fixtures, fittings and equipment - 15% Straight line

The carrying values of tangible fixed assets are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable.

Trade and other debtors

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

Trade and other creditors

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Employee benefits

The organisation operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Income Statement when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet.

Taxation

As the company received Charitable Status from the Revenue Authorities it is exempt from taxation and therefore no provision is necessary.

Financial Instruments

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities such as trade debtors and trade creditors.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Profit and Loss Account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

Financial assets and liabilities are offset and the net amount reported in the Balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

3. Significant accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. There are no estimates and assumptions used that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Departure from Companies Act 2014 Presentation

The directors have elected to present an Income and Expenditure Account instead of a Profit and Loss Account in these financial statements as this company is a not-for-profit entity.

5. Going concern

As with many charities that are effectively funded by the government, the company could be affected by both national budgetary constraints and the economic environment. The Irish Prison Service, the Probation Service and Rethink Ireland provide a significant element of Care After Prison Company Limited by Guarantee's funding on an annual basis under contracts that can be terminated by either party after serving 6 months and 3 months' notice respectively. In order to continue the present activities of the company additional funding may be required for 2025 and 2026. To date the Irish Prison Service, the Probation Service and Rethink Ireland have not provided any indication that they will not continue to support the company.

The directors prepared detailed forecasts and cashflow projections for the company which are prepared on the basis that the latter funding will continue to be available. Having considered the relevant factors, the directors believe it is appropriate to prepare the financial statements on a going concern basis. The financial statements do not include any adjustments that would result if the company was unable to continue as a going concern.

6. Income

The income for the financial year is analysed as follows:

	2024 €	2023 €
By Category:		
Irish Prison Service	214,342	214,342
Probation Service	77,000	59,000
The Ireland Funds	5,000	-
Donations	3,360	10,297
St. Stephen's Green Trust	24,000	-
Rethink Ireland	50,000	65,000
Miscellaneous Income	4,90	-
	<u>378,602</u>	<u>348,639</u>

The whole of the company's income is attributable to its market in the Republic of Ireland and is derived from its primary charitable activity.

7. Operating deficit

	2024 €	2023 €
Operating deficit is stated after charging:		
Depreciation of tangible assets	<u>4,088</u>	<u>6,354</u>

8. Employees

The average monthly number of employees, including directors, during the financial year was 10, (2023 - 10).

	2024 Number	2023 Number
Administration and Support Workers	<u>10</u>	<u>10</u>

9. Tangible assets

	Fixture, fittings and equipment €	Total €
Cost		
At 1 January 2024	37,459	37,459
Additions	2,604	2,604
Disposals	(2,776)	(2,776)
	<hr/>	<hr/>
At 31 December 2024	37,287	37,287
Depreciation		
At 1 January 2024	21,273	21,273
Charge for the financial year	4,088	4,088
On disposals	(2,776)	(2,776)
	<hr/>	<hr/>
At 31 December 2024	22,585	22,585
Net book value		
At 31 December 2024	14,702	14,702
	<hr/> <hr/>	<hr/> <hr/>
At 31 December 2023	16,186	16,186
	<hr/> <hr/>	<hr/> <hr/>

10. Debtors

	2024 €	2023 €
Prepayments	3,563	3,900
	<hr/> <hr/>	<hr/> <hr/>

11. Cash and cash equivalents

	2024 €	2023 €
Cash and bank balances	86,713	75,694
	<hr/> <hr/>	<hr/> <hr/>

12. Creditors

Amounts falling due within one year	2024	2023
	€	€
Trade creditors	1,945	9,150
Taxation	6,062	8,965
Accruals	14,333	11,530
Deferred Income	83,607	57,000
	<u>105,947</u>	<u>86,645</u>

13. Taxation

	2024	2023
	€	€
Creditors:		
PAYE	<u>6,062</u>	<u>8,965</u>

14. Status

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding €2.

15. Care After Prison ital commitments

The company had no material commitments at the financial year-ended 31 December 2024.

16. Post-Balance Sheet Events

There have been no other significant events affecting the company since the financial year-end other than the usual uncertainty of the availability of funding for 2025.

17. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on



Cap-Care After Prison Company Limited by Guarantee

Supplementary Information Relating to the Financial Statements

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

NOT COVERED BY THE AUDITORS REPORT

THE FOLLOWING PAGES DO NOT FORM PART OF THE
AUDITED FINANCIAL STATEMENTS



Supplementary Information Relating to the Financial Statements

Detailed Income Statement or the financial year ended 31 December 2024

	2024 €	2023 €
Income	378,602	348,639
Expenditure		
Wages and salaries	284,752	257,095
Social welfare costs	29,148	25,451
Staff defined contribution pension costs	12,237	3,253
Training, supervision and organisational development	6,530	4,645
Commissions payable	-	2,078
Rent payable	2,535	2,438
Insurance	1,618	1,482
Cleaning	4,692	3,008
Printing, postage and stationery	1,117	5,614
Human resources cost	5,623	27,496
Telephone	4,611	5,354
Computer costs	12,299	8,395
Travelling and entertainment	6,626	5,442
Accountancy	657	2,649
Bank charges	374	173
Staff welfare	4,476	3,366
General expenses	2,073	-
Subscriptions	330	431
Auditor's remuneration	4,920	270
Depreciation	4,088	6,354
	388,706	364,994
Net deficit	(10,104)	(16,355)



Annual Report 2024 – Final Summary

2024 has been a year of growth, resilience, and transformation for Care After Prison.

Throughout 2024, we walked alongside people leaving prison and their families, helping them face some of life's toughest challenges. Together, we confronted addiction, mental health struggles, and stigma. We supported families carrying the often unseen weight of imprisonment. And we worked within communities to open minds to the power of second chances. These shared journeys of resilience and hope are reflected in the outcomes we are proud to share.

Tangible Outcomes

Our impact this year can be measured not only in numbers but in lives changed. In 2024 we achieved:

69 

in-reach meetings in prisons, providing vital connection, guidance, and preparation for release

39 

clients supported through our Community Voluntary Programme to reintegrate safely and positively into society

18 

mentees who completed our Peer-Led Mentor Training Programme, building skills, confidence, and a pathway to helping others

12 

families supported directly, with the development of a [Family Peer Mentoring Programme](#) thanks to funding from the St. Stephen's Green Fund

92 

people who engaged with addiction supports tailored to their needs

23 

clients who pursued education and training as part of their reintegration journey

60 

individuals who secured employment, a crucial step in rebuilding lives

9 

people who moved into safe accommodation after release

Each number reflects hope restored, stability gained, and stigma reduced.

Stories of Human Impact

Behind every outcome is a story. This year, three powerful testimonies reminded us why our work matters:

- Jack, once trapped in addiction and mental health struggles, feared losing his wife and children after time in prison. Through **peer mentoring and family support**, Jack reconnected with his family, engaged in recovery, and began preparing for employment. “I’m present for my family again,” he said.
- **Tom’s parents**, burdened by stigma and confusion, faced the pain of their son’s imprisonment for drug-related theft. With a **CAP Key Worker** by their side, they found clarity navigating the prison system, connection with other families, and the strength to hold onto hope for Tom’s future.
- **Claire**, a mother of three, returned to prison multiple times because of her addiction, while her husband carried the weight of work, childcare, and stigma. Through **CAP’s support in prison and family services in the community**, Claire received recovery supports and her husband gained the emotional space to cope. Together, they are beginning to rebuild their lives.

These stories speak louder than statistics. They show that Care After Prison is not only changing lives — we are strengthening families and communities.

Governance: Our Foundation for Impact

The strength of our outcomes rests on the strength of our governance. In 2024, we:

- Conducted a **comprehensive governance and policy review**, ensuring compliance, oversight, and readiness for growth.
- Partnered with **Rethink Ireland** to create a new **strategic plan, communications strategy, and refreshed branding**.
- Expanded our **Board of Directors**, bringing in diverse expertise and preparing for greater inclusion of lived experience at leadership level.
- Strengthened our partnerships with the **Irish Prison Service, Probation Service, Kinsale**
- **Management**, and new allies in housing, education, and employment.

At Care After Prison, governance is not simply about oversight — it is the backbone of how we live our values. It ensures that resources are managed responsibly, services are delivered with dignity and safety, and that we remain resilient in the face of challenges. Strong governance keeps us **person-centred**, ensuring that the voices of lived experience guide our decisions, and it holds us accountable to continually **listen, learn, and adapt**. It also builds the trust of funders, partners, and families, enabling us to challenge stigma with confidence and plan ambitiously for the future.

Looking Ahead to 2025

As we step into 2025, our priorities are ambitious but clear:

- Launching a **strategic fundraising strategy** to ensure sustainability and growth.
- Expanding our **Family Peer Mentoring Programme**, strengthening the resilience of families navigating imprisonment.
- Diversifying our **Board** to include more voices with lived experience, ensuring the people most affected guide our decisions.
- Deepening partnerships across **housing, education, employment, and research**, improving reintegration pathways.
- Continuing to centre **dignity, voice, and lived experience** in everything we do.

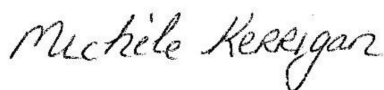
A Closing Reflection

This year has shown us that governance and compassion, working hand in hand, can transform lives. With the right structures, the right supports, and the courage of those we serve, change is not only possible — it is happening every day.

At Care After Prison, we are proud to play a role in these journeys by working with integrity, remaining non-judgmental, upholding dignity in every interaction, and inspiring hope where it is most needed. We believe no one should suffer in silence. That is why our services are free of charge, open to all, and require no referral. Whether it is Jack reconnecting with his children, Tom's parents finding strength, or Claire and her husband rebuilding together, these stories reflect our values in action and remind us why our work truly matters.

I want to sincerely thank our staff, peer mentors, volunteers, Board, funders, and partners for their dedication and belief in our mission. Your commitment ensures that our work has lasting impact. Above all, I am grateful to the people and families who share their stories with us and allow us the privilege of walking alongside them.

Together, we are opening doors to new beginnings — creating communities that are safer, more inclusive, and filled with the dignity and hope that second chances bring.



Michele Kerrigan
Executive Director
Care After Prison



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