New Beginnings

Tosú Social Inclusion Ireland Annual Report 2025

TOSÚ

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Welcome from Tosú Chairperson Nicola Carr



1.

Welcome to the Annual Report for Tosú for 2025.

2025 was a landmark year for Tosú. In April 2025, a new beginning was marked with the launch of a fresh identity for the organisation which included a new name and dynamic visual branding that evokes hope, connection, and feelings of a fresh start.

This launch was accompanied by a new strategy that is grounded in a transformed vision and mission for Tosú, marking a phase of enhanced ambition along with a renewal of this organisation's commitment to social inclusion.

This renewal process took place against a challenging backdrop in criminal justice. Across 2025, the number of people in prisons across the country rose steadily, with women's prisons continuing to be particularly over-crowded. High numbers of people in prison and in turn on probation, create significant challenges for our teams, with ever greater demands on our services, requiring considerable resilience and focus from Tosú teams. Our work with people subject to probation supervision also continues to develop.

Tosú's work is driven by a belief in second chances – a belief that drives our activities, from working with clients to shape a better future, to liaising with essential community services on release. 2025 saw Tosú teams organise jobs fairs in prisons, set up online literacy courses for clients seeking work and significantly expand programmes such as group work as you will read about in these pages.

Innovation, creativity and problem-solving are core strengths at Tosú and 2025 was a year for initiating new services and expanding the reach of existing services with new tools and updated resource materials. It was a year of networking, of profile raising and collaboration. It was also a year of supporting clients facing vast challenges as they strive towards stability and sustainable futures, against a backdrop of the cost of living and housing crises.

On behalf of the Board, I would like to express our support for the teams that drive the work of Tosú, day in, day out. Thanks to John Lumsden who was Chairperson during 2025, a role that I accepted in early 2026. I would also like to thank our Chief Executive, Sharan Kelly, for her vision and leadership as we build and deliver on our ambitions for the future.

This work would not be possible without the support of our strategic partners, the Department of Justice, the Irish Prison Service, the Probation Service and the Health Service Executive. We could not achieve our commitment to breaking the cycle of offending behaviour without the support of employers, employer bodies, education/training providers, community and other State services.

Nicola Carr is the Chair of Social Work and Social Policy at Trinity College Dublin. She has a particular interest in probation, youth justice and criminal justice policy. She is on the Board of the Confederation of European Probation, is a member of the editorial Board of the Irish Probation Journal and has edited and authored a number of policy publications that focus on criminal justice systems.

Welcome from Tosú CEO Sharan Kelly



2025 marked the beginning of an exciting new chapter for our organisation. While remaining true to the values and purpose that have guided us from the start, we have embraced change, welcomed fresh perspectives, and laid the foundations for even greater impact in the years ahead.

This was my third year leading the organisation – a key year in which I led an exciting new phase with a new identity. As you see outlined in this report, this has been a year of resilience, collaboration, and achievement, a year in which we embraced our roles as catalysts of positive change within the criminal justice system, building bridges for clients to achieve stability and ensuring they get the support they need as they strive to build new beginnings.

The process of strategy development was a deeply consultative one with staff, partners, Board and counterparts. Over a series of workshops, we challenged ourselves to go further. We reflected on our values and motivations. We thought deeply about what we want to achieve by 2028, and how to share a collective vision that ties into our values. From new recruits to established Board members, this consultative process allowed us to forge an identity that powerfully communicated our vision and mission, and brought the organisation into a significant phase of renewal and new ambition.

April saw us celebrate the fruits of this strategy development work as we gathered supporters, allies, clients, politicians and counterparts for a colourful, upbeat launch in which we shared this brand new identity that encapsulates our ambition. We hope you enjoy the images from this event in the pages that follow.

Our new name encapsulates the heart and mission of our organisation. It reflects the central pillar of our work: a belief in fresh starts and new beginnings. Our full title – Tosú Social Inclusion Ireland – reflects a commitment to social inclusion that underpins our work. We believe in equal opportunity, social justice and the right to dignity, and we put these beliefs into practice through our frontline services and our advocacy for changes in service practice, policy and systems.

Our tagline 'new beginnings for people with criminal convictions' is two-fold – it represents the belief in new beginnings that underpins our work with clients who are striving towards new beginnings; it is also a phrase that has driven the year for us an organisation moving into a new phase.

New beginnings are about more than change. They are about opportunity. This year has seen the introduction of new ideas, strengthened partnerships, and renewed ambitions that will shape the next stage of our journey. We have invested in our people, reviewed how we work, and developed a clear vision for the future, ensuring we are best placed to deliver lasting and meaningful outcomes.

2.

As we are evolving as an organisation, our staff have embraced new ways of working, shared innovative ideas, and continued to deliver high-quality services with energy and care. Their willingness, skills and ability to adapt, innovate and creatively strengthen what we do, is anchored by their unwavering commitment to our clients and our work. All of these attributes have enabled us to build stronger services and prepare confidently for the future.

We are looking ahead with purpose, building on strong foundations, embracing new opportunities, and creating a future where our organisation can continue to make a meaningful difference to our clients and their families. To continue to make the biggest contribution we can to breaking the cycle of offending behaviour and for everyone to flourish.

I am deeply grateful to our staff, our Board, partners, funders, and supporters, whose encouragement and collaboration continue to strengthen our work. We are grateful to each person who contributed to our new beginnings in 2025. Your support is shaping the next chapter of our story as we work together to achieve more on behalf of and with our clients.

Tosú Services and Results

3.

In every prison in Ireland, you will find Tosú teams engaging in a range of dynamic activities: organising group work, holding one-on-one meetings with clients to set up essential services on release, coordinating lecture series as well as liaising with training institutions and employers. Our unique role allows us to act as catalysts for positive change in the lives of our clients as they prepare for life after prison.

Our reach in the community includes over 30 Probation Service offices where we build relationships with clients, set goals, develop client CVs and liaise with training providers as well as identify job opportunities. You'll also find us supporting clients in mental health recovery at the Central Mental Health Hospital to find employment and other opportunities.

In 2025, we embarked on an innovative new programme that works with clients before *and* after release from prison, supporting stable transitions to reintegrate into the community.

Our services foster hope, integrity and empowerment as well as promoting opportunity in the lives of our clients.

The Resettlement Service

The Resettlement Service provides a unique and vital service in Irish prisons, offering clients pre-release support. Our Resettlement Coordinators ensure that clients can access the four key stabilising pillars upon release: resettlement planning, access to accommodation, medical cards and social welfare payments. We work closely with Local Authorities, the HSE's National Medical Card Unit and with the Department of Social Protection, alongside the Irish Prison Service's Integrated Sentence Management Officers.

The Linkage Service

The Linkage Service operates in the community and supports clients to develop their employability and to access training. Our goal is to assist clients to access suitable and meaningful training, education, and employment opportunities while addressing barriers that may stand in the way of that progress.

We meet with clients individually to assess their needs, interests, and abilities and work with them to develop a life plan and career path. We also offer specialised support on issues such as the disclosure of criminal convictions, spent convictions, and Garda Vetting.

Linkage Training and Employment Officers are based in Probation Service offices across Ireland and work with people who are under Probation Service supervision.

The Gate Service

The Gate Service operates in prisons and supports clients to develop their employability and access training. Like our Linkage services, the goal of Gate is to assist clients to access suitable and meaningful training, education, and employment opportunities while addressing barriers that may stand in the way of that progress.

By offering a 'through the gate' service, our teams provide follow-on referrals to community-based services and support the clients' reintegration and rehabilitation after they leave prison. A key part of our work is collaborating with other stakeholders - education and training institutions, state agencies, and community-based organisations.

Community Support Scheme (CSS)

The Community Support Scheme is a structured release programme for people serving prison sentences of less than 18 months. The intervention comprises assessment, support and supervision – from prison to community, access to mainstream services and reintegration support. Our focus with clients is on training, education, offending behaviour, health, and addiction issues, as well as home environment.

Supported Employment Scheme

Tosú's Supported Employment Scheme is based at the National Forensic Mental Health Service in the Central Mental Hospital Unit. Employment has been shown to have a strong mental health protective factor and provides a range of other social and economic outcomes for people with mental health difficulties. The schemeis provided in collaboration with other stakeholders including patients and clinicians and is funded by the HSE

Community Reintegration Service – a new service launched in 2025

Tosú set up this new service in 2025 in response to changing patterns of release from prison. This innovative service provides resettlement support to clients in order to facilitate successful reintegration and ongoing stability for clients in the community. The aim of the Community Reintegration Service (CRS) is to start work with clients in the period before their release, or just after release and continue as they reintegrate in the community. The Community Reintegration Service is unique in providing support both in prison and in the transition after release.

The work of our 'Community Reintegration Coordinators' (CRCs) focuses on supporting clients to identify their needs and appropriate services such as accommodation, medical card supports and social welfare. We also advocate on their behalf for access to supports such as addiction services, training, educational and employment opportunities. CRS was set up in Dublin in 2025 and in 2026, the service expanded to Limerick and Cork.

2025 results

In 2025, the number of referrals received across Tosú services exceeded 5,000 for the first time. **Across our range of services, we received 5,197 referrals in total.**

Linkage
1,887
(36.3% of total referrals)

Gate
995
(19.1% of total referrals)

Resettlement
2,032
(39.1% of total referrals)

Other
283
(5.4% of total referrals)

This total represents a very significant growth in referrals across our services since 2024.

Linkage
+5.4%

Gate
+58.7%

Resettlement
+14.3%

Other
+12.3%

Total referrals
+16.8%

In terms of services provided to clients by our Resettlement teams, we see significant growth across the following applications made on behalf of clients:

Housing applications
+5.5%

Social Welfare applications
+58.7%

Medical Card applications
+6.2%

Total increase
+9.8%

628
Training and education placements

301
Groupwork complete

97
Community Return Scheme completions

40
'Fund of last resort' beneficiaries

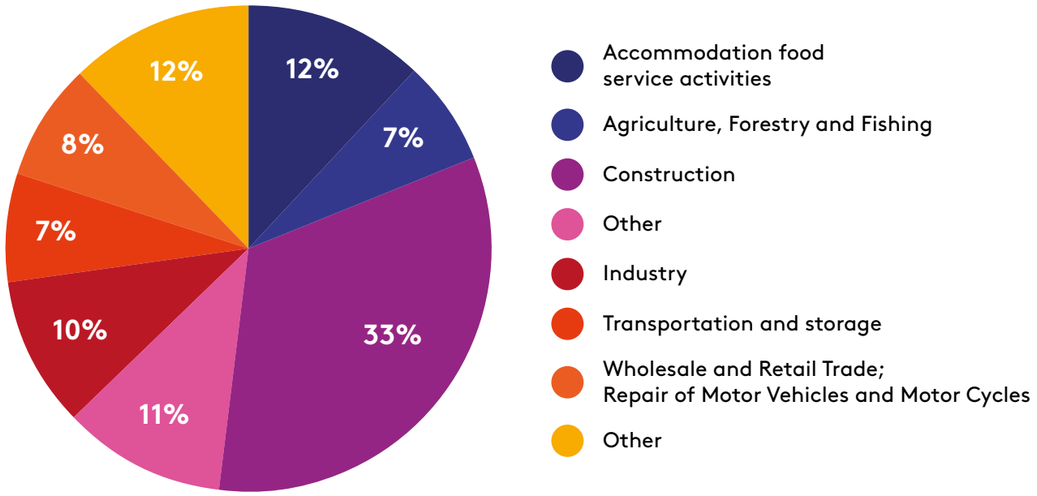
1,185
Medical Card applications

476
Housing applications

1,053
Medical Card applications

399
Employment placements

Employment sectors in which our clients found work:

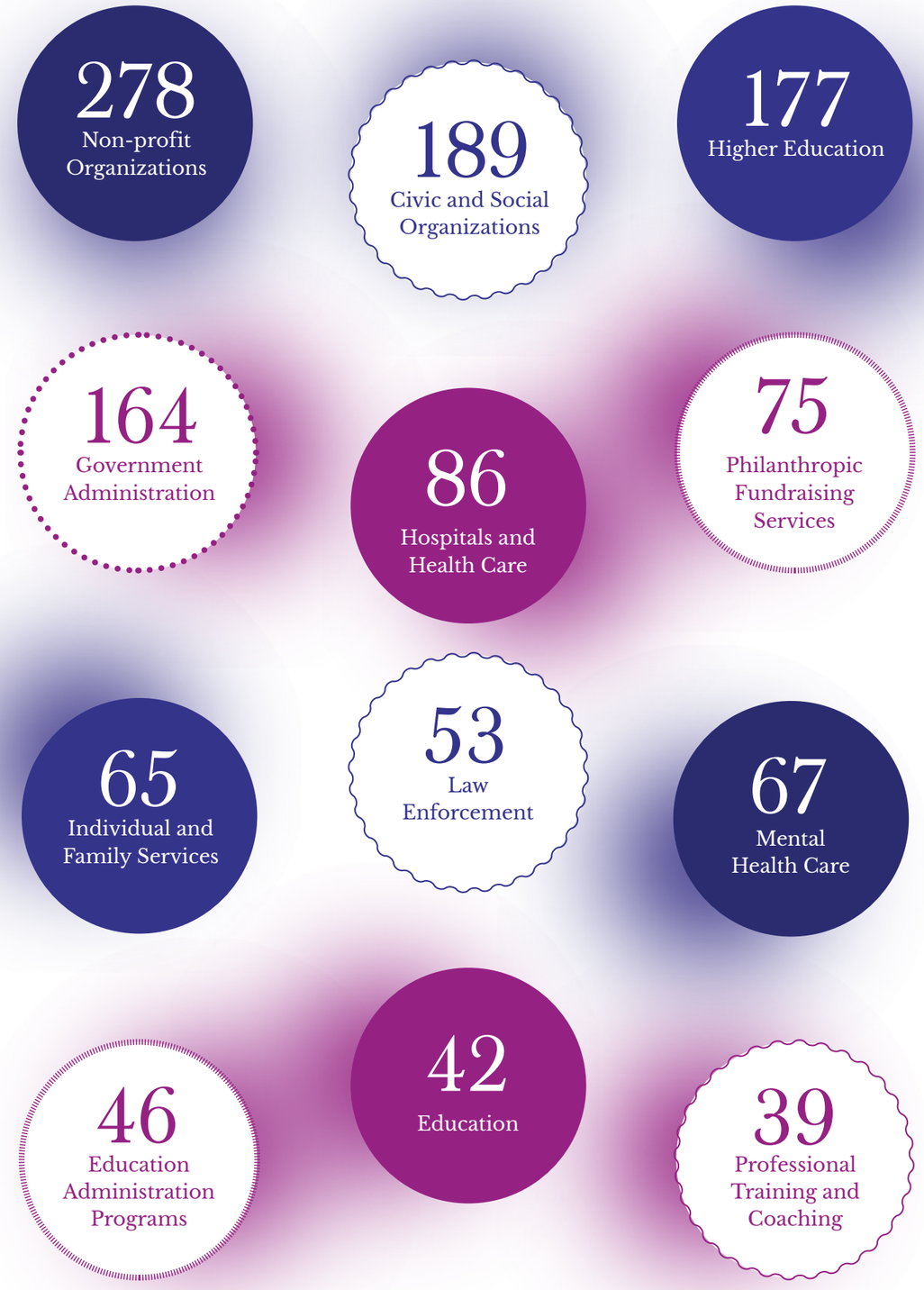


Spotlight on 'Raising our voice'

During 2025, we more than quadrupled the number of followers on Linkedin and built a strong base for promoting events, celebrating achievements, sharing insights and our networking.



Tosú Linkedin follower demographics



Our vision, mission and values

Our Vision

An Ireland where the cycle of offending behaviour is broken, and everyone can flourish.

Our Mission: to make the single biggest contribution we can to break the cycle of offending behaviour, by changing mindsets, transforming lives, and influencing societal and systemic change.

Our Values

Empowerment - We believe in advocating with and on behalf of the people we work with. We help identify people's strengths and provide them with support to overcome barriers that they identify. We will empower, equip and release potential across our staff team.

Integrity - We have a strong moral compass and deep belief in what we do. We build trusting relationships and inspire others to do the same. We hold ourselves accountable.

Hope - We don't give up on people – we believe that people can change and forge new beginnings for themselves, with our help. We give people the space and time they need to identify new beginnings on their terms. We believe that hope is measurable, and we will find ways to evidence it.

Collaboration - We forge strong partnerships with other agencies to bring about the best outcomes for our clients. We network and share resources. We draw on our experience and networks to speak out in favour of policies that break the cycle of offending and support the positive transformation of lives and communities.

Respect - We listen deeply. We acknowledge differences and diverse opinions. We believe in human worth, dignity, and potential.

We also developed three major goals that guided our work through 2025 and into the future:

Our Strategic Goals and Objectives

1

Grow our Services, Collaborations and Research

We want to innovate more and be more creative, as well as working with others in collaboration. This means expanding our services, but also developing systems so that we can monitor, evaluate and improve what we do.

2

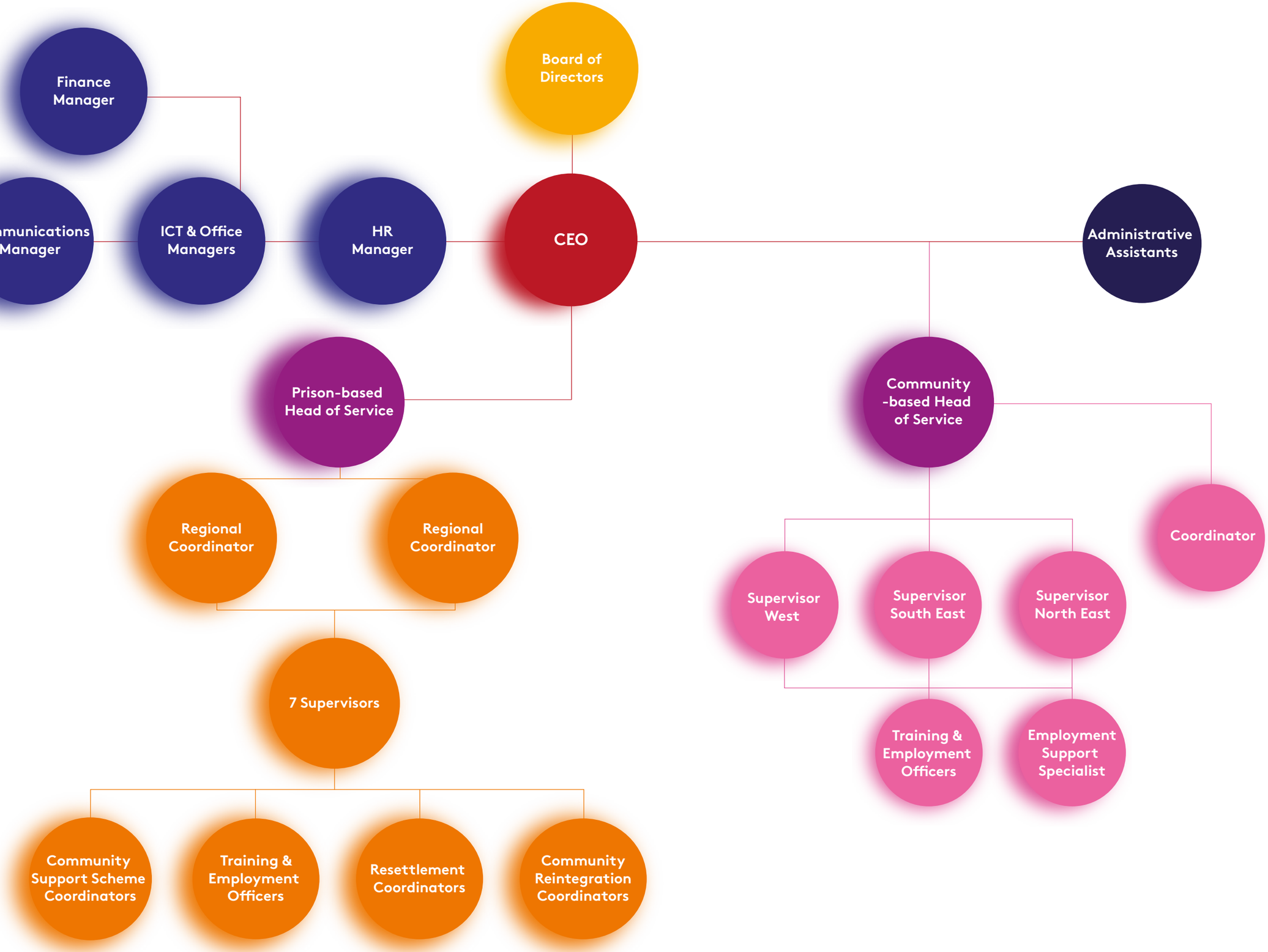
Grow and Strengthen our Organisation

We will ensure that we as an organisation are appropriately structured, managed, equipped, and resourced. We will be a more effective organisation, constantly improving, learning, and striving for excellence.

3

Increase our Influence

We will develop our influence and advocate to achieve structural change and greater outcomes for people with convictions, marginalised people and their families and become a catalyst for change at a broader scale. We are committed to becoming a more ambitious and more audacious leader, influencer, and advocate.


Finance Manager
Communications Manager
ICT & Office Managers
HR Manager
Board of Directors
CEO
Administrative Assistants
Prison-based Head of Service
Regional Coordinator
Regional Coordinator
7 Supervisors
Community Support Scheme Coordinators
Training & Employment Officers
Resettlement Coordinators
Community Reintegration Coordinators
Community -based Head of Service
Coordinator
Supervisor West
Supervisor South East
Supervisor North East
Training & Employment Officers
Employment Support Specialist



Tosú - *past, present and future*

4.

Or history since the year 2000

January 2000

The ‘Linkage’ service pilot is tried out for 6 months. The focus is on ‘for the creation of mutually beneficial links between employers and offenders’. 3 Training & Employment Officers are employed for the pilot.

June 2000

A positive evaluation of the pilot leads to a decision to continue and move under the umbrella of Business in the Community Ireland, supported by what was then called the Probation & Welfare Service (now the Probation Service), with support from IBEC and the Small Firms Association.

2003

The Linkage Service grows steadily over 3 years. By the end of 2003, it has 13 Training & Employment officers along with support staff. Professional training starts with staff enrolling to study adult guidance and counselling.

2005

By 2005 staffing is up to 15 Training & Employment officers.

2008

By 2008, there are 23 employees in total. Standard procedures and protocols are finalised for referralls. The Irish Prison Service requests a similar service for clients in custody which takes the name the Gate service. A recession is on the horizon.

2009

The economic crisis starts to have an effect on the organisation’s growth – 2009 sees a slight reduction in staffing numbers.

2012

2012 is a key year, with the launch, on 2 April 2012, of IASIO: the Irish Association for the Social Integration of Offenders as an independent charity., following a decision to release the services from Business in the Community. The Resettlement Service comes into being, supporting people in prison with their basic needs on release: accommodation options, medical cards and social welfare.

2015

By 2015, IASIO is employing 30 staff.

2018

2018 sees the introduction of a new strategy ‘Fostering Change—Creating Opportunity’. A new service, the ‘Community Support Scheme’ comes into being to support candidates for early release. In 2018, the acronym IASIO is reviewed with a view to moving away from the stigmatising term ‘offender’, it is tweaked to stand for ‘Irish Association for Social Inclusion Opportunities’. Towards the end of the year, a new programme starts with the Central Mental Hospital to begin a supported employment service for people with severe and enduring mental health difficulties.

2019

The era of Covid has a major impact on the organisation’s outreach to clients. At the beginning of the pandemic, IASIO services are designated ‘essential services’ by its main funders.

2020

2020 sees the challenge of Covid continuing with isolation in prisons, challenges in meeting clients in the community and a difficult environment for building relationships with employers and services. A new strategic Plan 2021-2023 ‘Sustainable Change—Building on Success’ is launched.

2022

In 2022, IASIO marks 10 years with a public event to celebrate its first decade. Sharan Kelly is appointed CEO. 2022 sees the first ‘Jobs & Opportunities Expo’ at Mountjoy prison for clients to meet employers. 2022 also sees the Community Coaching Programme rolled out in Cork Prison; Roy Keane is a guest of honour at a ceremony to award participants in Cork Prison.

2023

The review process for a new strategy process starts with consultation with stakeholders and staff. Over 4,000 clients benefit from our services, and an independent evaluation of one of our training fund notes the Social Return On Investment at €1:€22

2024

2024 Strategy and new brand identity is finalised and approved by the Board. The organisation continues growing and expands activities to holdseveral employer events in prisons across the country.

2025

April 3rd, 2025 – IASIO becomes Tosú, adopting a new tagline ‘new beginnings for people with convictions in Ireland’ that heralds both our new beginnings as an organisation and our aspirations for our clients.



April 3rd 2025 - launch of our new strategy and brand

April 3rd 2025 was a key date in our calendar, with supporters, partners, staff, clients as well as politicians and others gathering in the Mansion House's Oak Room to celebrate our brand new identity and to launch our new strategy.

Our new strategy honours the legacy of our past while setting an ambitious course for the future.

Thank you to everyone who has been part of our journey. Here's to the next 25 years!



Tosú means 'beginning' in Irish. This new identity foregrounds a sense of hope and a belief in the possibilities of hope and sustained change in the lives of our clients.



The launch was a chance to reflect on the lives changed, the communities strengthened, and the shared commitment with our partners that has made our work possible.



"We believe that everyone can change. We believe that systems and structures can change. Many of the people we work with need a first chance in life, others a second. We help make new beginnings possible."

Sharan Kelly



Tosú's work is grounded in social inclusion which means ensuring everyone, especially disadvantaged groups, can fulfill their potential.

"Tosú, which means beginning in Irish, was chosen by our staff because of what it signifies and stands for – new beginnings. The name Tosú symbolises our commitment to support people with convictions in their journey towards hope and sustained change."

Sharan Kelly







Opportunity, equality and empowerment are key to our approach to social inclusion.

"This new strategy marks a departure for everyone in this organisation. It is far more ambitious, with commitments to work with greater depth and scale. It sets out our aims to collaborate and innovate more and to use use our influence and advocate on behalf of our clients."

Sharan Kelly









We are committed, in this new vision, to improve policies that affect our clients and to influence structural change in order to benefit their lives.

Growth

4.

2025 was characterised by growth and strategic development for Tosú. This was a year in which we set the course for 'new beginnings' for our organisation, embarking on the year with sustained ambition. Staff operated across the year in a context of unsustainable overcrowding in prison, and pressure on all services involved in Criminal Justice system. Rather than a challenge, we seized these constraints as an opportunity to look to a future in which we expanded our vision, our impact and our voice.

HR developments

In 2025, we introduced a new leadership structure for our operations. This involved the appointment of 8 Supervisors, 3 covering our services in the community and 5 supporting teams in prisons. This new frontline service management structure allowed our teams to support staff more effectively. We also appointed 3 Regional Coordinators to support our teams in prisons and in the community. This restructure has led to strengthened employee support, service delivery expansion and delivery of organisational strategy and operational plans.

We developed an HR strategy to attract and retain talented people and provided opportunities for progression as well as embarking on recruitment drives, particularly amongst our Resettlement teams.

We attracted ambitious and highly qualified staff, thanks to improved employment opportunities, making working with Tosú more attractive in a competitive marketplace. The growth in staff took place against a challenging backdrop in which overcrowding in the prisons meant increased complexity in case management and release planning.

In 2025, we strengthened our Human Resources Management processes with the roll-out of a digital HR system. 2025 saw new pathways for continuous professional development, education, training and personal development. We also provided management training for Tosú staff in supervisory roles and supported stronger team working along with employee engagement thanks to internal communications.

Rising referral numbers, changing client profiles

Growth in Ireland's general population has led to more pressure on medical services, creating challenges securing critical access to GP services on release. The profile of our clients is also evolving, with more older people amongst our client groups. Prison populations are becoming more complex, with an increase in sex offenders and the number of prisoners on protection – requiring more complex management provision for Irish Prison Service teams. Women in the Dochas Centre in Dublin and Limerick's prison were consistently facing the most extreme levels of overcrowding, with exceptional pressure on our services available in these prisons and their capacity to provide timely resettlement supports before release.

The number of referrals received across all Tosú services exceeded 5,000 for the first time during 2025, representing a landmark year for the organisation. This increase demonstrates the growing visibility of the services, strong relationships with referral agencies and the continued confidence of stakeholders in our ability to deliver meaningful outcomes for clients.

The milestone in referral numbers reflects our expanding role in supporting individuals facing complex barriers to employment, reintegration and social inclusion. It also illustrates our critical role and pivotal importance for the many services involved in the criminal justice system.

Growing our group work

301 people took part in Tosú's group work over the course of 2025, up 45% on 2024.

The cornerstone of our group work is **Changing Course**, a Tosú-developed programme grounded in the principles of desistance, adult learning and group dynamics. The programme provides structure interventions focusing on personal development and positive change. It supports participants to develop communication skills, motivation, goal-setting abilities and employment pathways while exploring themes such as disclosure and managing change.

Through participant-centred facilitation, peer support and structured reflection, participants are encouraged to recognise their strengths, address barriers and develop realistic plans for the future. Changing Course provides a foundation for individuals to build confidence, embrace change and take meaningful steps towards positive futures.

Feedback:

'It was interesting meeting people from walks of life and hearing their experiences and realising that one can triumph through adversity and by having a positive mindset can lead to overcoming challenges and obstacles in life to achieve personal growth.'

'I was a little hesitant about starting up my own business but I got the correct avenues to pursue.'

'The course helped me clarify my goals, identify possible career or education pathways, and understand the steps I need to take to achieve them. It has given me greater confidence about planning for my future.'

Growing our lecture series in Cork Prison

The aim of this lecture series is to introduce taster lectures of topics of interest to people in custody. Topics ranged from 'Budgeting: An Essential Life Skill' to 'Maritime Careers and Future Opportunities'.

The lecture series encouraged participants to pursue further education and help them identify future opportunities in education for themselves, or their family members and to engage with a university. The lecture series included modules about equal access to education and identifies supports available to those who want to pursue further education. The lecture series expanded in 2026.



Innovation

6.

Tosú is uniquely placed in the criminal justice system. We are the only national organisation integrated into the prison and probation service systems, with a unique understanding of the people, contexts and interventions needed. Desistance theory - the process of abstaining from crime by those with a previous pattern of offending - underpins the work that we do in practice with clients.

No other organisation can offer such a complete overview of the needs of clients or such an extensive network of critical services and supports. Our unique place is due, not just to our one-on-one work with clients, but also thanks to our analysis, advocacy, digital tools, our highly networked teams and their level of experience of desistance, skill and commitment.

With the largest reach of a charity in the criminal justice sector, we are highly skilled at identifying and remedying gaps that are affecting our clients in order to support them to transition to stability.

As discussed on page 11, we introduced a new service in 2025: Community Reintegration Service. This service was developed, in collaboration with the Irish Prison Service, in response to changing patterns of release from prison. The Community Reintegration Service started in Dublin in 2025 and expanded to Limerick and Cork in 2026.

Linkage Service Employability Skills Framework

In 2025, Tosú's community-based employment guidance service Linkage introduced the Employability Skills Framework, a new tool designed to provide a more comprehensive understanding of the strengths, aspirations and support needs of people engaging with the service. The framework enables Linkage to capture not only the barriers experienced by clients, but also their existing capabilities and the progress they make during their engagement with Tosú.

Employment, education or training may not be an immediate or realistic outcome for every client. For some, significant progress may involve developing confidence, establishing greater stability, improving communication skills, addressing health and wellbeing needs, or becoming ready to engage more consistently with employment-related supports; each of these progressions contribute to a process of desistance from crime.

The Employability Skills Framework provides a more meaningful account of the guidance process and recognises important achievements that may not yet result in a formal education, training or employment outcome.

3,899

'Data points on the Employability Skills Framework' recorded during 2025

These data points covered areas ranging from CV development, job searching and qualifications to confidence, wellbeing, communication, motivation, reliability and workplace behaviours.

Employability Skill	Records	% of Total
Job Seeking	1,166	29.9%
Essential Attributes	652	16.7%
Qualifications	458	11.7%
Personal Competencies	398	10.2%
Health & Wellbeing	358	9.2%
Transferrable Skills	291	7.5%
Adaptability & Mobility	224	5.7%
Work Knowledge	182	4.7%
Labour Market History	133	3.4%

Building confidence towards employment

The largest skill category was **Job Seeking**, with nearly 30% of all recorded skills. The most common areas included:

- Ability to complete CVs and application forms (309 records)
- Awareness of labour market opportunities (207 records)
- Effective use of job search services (190 records)
- Realistic job targeting (183 records)

This tells us that many participants are actively moving towards employment and require practical support to navigate recruitment processes and identify suitable opportunities.

Employment is about more than qualifications

One of the most significant findings is the number of records relating to **Essential Attributes** (652). The most frequently recorded skills were:

- Interest in work (233)
- Responsibility (115)
- Understanding actions and consequences (96)
- Positive outlook (83)
- Reliability (50)

These are the personal qualities that we know that employers consistently value and which often underpin successful, sustained employment. The data and our analysis highlights the importance of supporting individuals to develop confidence, responsibility and a positive attitude alongside technical skills.

Supporting the whole person



A combined **756 records** were made under **Health & Wellbeing** and **Personal Competencies**. Areas such as mental health, physical health, confidence, self-motivation and proactivity featured strongly.

This data and analysis reflects the reality that many Tosú clients face complex challenges that can affect their ability to secure and sustain

employment. By capturing this information, Tosú can better understand the relationship between wellbeing and employability outcomes and provide more personalised support.

Initial Assessment Tool



In 2025, Linkage also introduced a new Initial Assessment Tool. Developed from an assessment tool in previous use - the Progression Ready Indicator - this tool provides a structured and consistent way of understanding each client's circumstances, strengths, goals and starting point when they begin engaging with the service. 728 initial assessments were undertaken in 2025.

The Initial Assessment considers three key areas: Stability, Ability and Interest. By analysing each of these three key areas, Tosú Linkage Training and Employment Officers develop a fuller understanding of the factors that may support or hinder a client's progression.

Although a client may identify employment as their overall objective, they may also be experiencing challenges such as insecure housing, poor mental or physical health, low confidence, limited literacy or digital skills, or a lack of recent work experience. The Initial Assessment Tool helps the client and Training and Employment Officer agree realistic and meaningful goals and determine the supports, activities and interventions that are most appropriate.

Partnering with NALA in Donegal

In 2025, we became a registered 'Learning With NALA Centre' in Donegal. This affiliation with the National Adult Literacy Agency (NALA) provides clients in Tosú's Donegal Employability Hub with access to high-quality, flexible, online literacy training.

NALA provides an accredited eLearning platform that has over 50 literacy, numeracy and digital-skills courses, and QQI-aligned learning pathways.

Clients can work through NALA courses at their own pace, build confidence in navigating online platforms and learn to use email and basic digital tools. They also gain skills that support CV writing, job applications, communication and interview skills that will aid them towards employability and independence.

The availability of the NALA courses at Tosú's Employability Hub offers Tosú clients:

- Predictable weekly routine
- Safe, calm environment for learning and focusing
- Social interaction with staff and peers

Clients visit Tosú's Employability Hub to use the computers to undertake the NALA modules. Our Tosú staff is on hand to offer support as the clients build skills, confidence, and stability. This support is particularly valuable for clients who benefit from routine while building their skills towards employment.

Impact of our NALA partnership

A client arrived at the Employability Hub with low confidence, limited digital skills, and anxiety about returning to work. They felt overwhelmed by formal learning environments and struggled to stay motivated.

Our Tosú team engaged the client to participate in NALA's online learning Intervention Using Learn With NALA

Initial Engagement The client began with basic digital tasks: logging in, navigating the NALA dashboard, and completing short introductory modules.

Skill Development Over several weeks, the client completed literacy and numeracy modules, gradually improving their ability to read instructions, complete forms, and communicate clearly.

Confidence Growth Each completed module provided a certificate. The client began to see tangible progress, with increased motivation and reduced anxiety.

Employability Integration The client used their new skills to:

- Create a CV
- Apply for jobs online
- Communicate with employers
- Complete application forms independently

Outcome The client reports feeling more stable, capable, and ready to engage with employment opportunities. Their attendance improves, and they begin setting personal goals.

Supporting the needs of elderly clients leaving prison

A growing number of older people are transitioning from custody and require additional care and support. Tosú identified an opportunity to respond to the needs of older people who may require nursing home referrals. Tosú was tasked with developing, along with the Irish Prison Service, a protocol to guide referrals from prison to nursing homes with support from a working group made up of senior personnel across criminal justice agencies, the HSE and Nursing Homes Ireland. Tosú staff continue to support the transition of elderly clients from prison to available nursing homes and other accommodation.

Additional Needs Payment initiative led by Tosú

In July 2025, Tosú embarked on a pilot programme in the Midlands Prison to ensure that clients leaving custody have access to a one-off financial payment – the Additional Needs Payment (ANP) - to help meet their immediate needs following release. The pilot was a partnership between Tosú, the Irish Prison Service and the Department of Social Protection and has since expanded to all closed Irish prisons.

The payment provides a bridge for the critical period between release from custody and accessing longer-term income supports such as registering with the Department of Social Protection, or commencing education, training, or employment.

The programme was rolled out to all Dublin prisons and Castlerea prison during the second half of 2025 and during 2026 was made available to closed prisons, with plans to introduce it to open prisons in 2027.

Homeless Week in Limerick Prison, August 2025

Our team in Limerick prison ran the first Homeless Week in August 2025. This initiative began with the aim of building relationships between clients and a range of Local Authorities housing staff. Across the week, local authorities carried out in-person assessments in Limerick prison. This 'Homeless Week' allowed for improved coherence to Local Authorities' responses, greater planning and collaboration with Local Authorities and has led to improved housing outcomes for clients.

Homeless Week 2025 was attended by a number of local councils – Limerick city and county, Tipperary, Cork County and Clare County Councils, as well as Waterford and Cork City Council.

A total of 89 clients participated in Homeless Week and continued their engagement thereafter.

Introducing the Summer Series in prisons



In the summer, our team in Cork Prison ran a series of workshops developing clients' social and interpersonal skills. Drawing on role play, presentations and group engagement, the summer course covered body language, disagreeing with others, communication and relationships.

After the series concluded, participants expressed increased interest in engaging with services and planning education, training and work opportunities after release.

Participants had the following feedback:

'I didn't realise how reactive I can be, I was mirroring body language.'

'It made me more aware of what people might be going through and how to deal with situations. This really helped me with some personal things going on in my own life.'

'It was funny, truthful and a good learning experience. Good tools to know how to deal with situations on the outside.'

'Very educational and interactive. Learned that I need to pause and take a breath when interacting with people. It's good to know this stuff to be honest.'

Summer programme in Midlands Prison

A summer programme ran for 4 weeks in July and August 2025 in Midlands prison. The programme kicked off with a workshop devoted to the theory of desistance, followed by a number of practical sessions dealing with various aspects of the reintegration process, including Pre- Release Planning, Lived Experience and access to Social Welfare.

The content for the summer series was developed based on the reintegration needs of Tosú clients and set out to combine a focus on the theory of desistance with opportunities for discussion and reflection on how desistance theory can be applied by participants in practice, after release. The summer programme was delivered by Tosú staff members, in conjunction with the Irish Prison Service.

The success of our summer series 2025 led the Irish Prison Service to invite Tosú to run an expanded summer series across more prisons in 2026.

Community Employment schemes in Shelton Abbey Open Prison

In October 2025, Tosú played a key role in an initiative to introduce Community Employment (CE) schemes to Shelton Abbey Open Prison.

The posts that were created in 2025 included General Maintenance Operative, Recycling Operative, Caretaker and Car Valeting Operative. These opportunities provided valuable opportunities for clients to gain new skills in a structured scheme with oversight and support.

Completion of a CE Scheme allows for professional references, additional skills and experience as well as filling gaps on CVs. The routine and regular income are particularly important pillars of stability in the lead-up to release.

"It's been brilliant for me to support my family back home and send money back," one of the participants said. *"It allows for stability of the mind".*

The CE scheme in Shelton Abbey expanded over the course of 2026.



Overview of Tosú's work with employers in 2025

7.

Tosú was invited to join the Criminal Justice Employers' Network (CJEN), established under the Department of Justice's employment strategy *Building Pathways Together*. The network brings together employers, government departments, agencies and specialist organisations to identify and address barriers to recruiting and retaining people with criminal convictions.

We are the only national organisation in the criminal justice system involved in the network which provides a practical forum for sharing learning, strengthening employer supports and advancing more inclusive recruitment practices across both the private and public sectors.

Tosú contributes our frontline experience of supporting people with convictions into sustainable employment, helping to ensure that discussions reflect the realities of employment readiness, effective job matching, disclosure and the wraparound supports that can help people succeed and progress in work.

We were also invited to join the *Building Pathways Together* Steering Group which advances the actions of the *Building Pathways Together* strategy and monitors its implementation as well as providing advice and guidance as implementation progresses.



We hold employer events in prisons which are critical opportunities for networking and building relationships. Tosú has been running these dynamic employer events for a number of years, promoting job opportunities, breaking down stigma and ensuring a fair chance for our clients to meet employers and identify work opportunities during their sentences if they are in open prisons, or after release from closed prison.

Tosú employer engagement in practice

Our teams engage with a strong network of employers across the country. From small garages to multi-nationals, our network of employers provides extensive and ongoing support for clients to find suitable and sustainable work.

Employer event, the Dóchas Centre June 2025



Tosú was invited by the Irish Prison Service team to organise this employer event, the first of its kind at the Dochas Centre.

"The harsh reality for many women who leave prison—skilled, motivated, ready to rebuild—but held back by a society that too often refuses to look beyond the past," said Lorraine McCarthy, the Governor of the Dochas Centre welcoming employers and services to the Employers' event at Dochas Centre, 11th June 2025.

As the Governor said: '*This Employer Expo is about connection. It's about breaking barriers. It's about recognising the ability, not the label.'*

21 organisations attended the event and enjoyed snacks made on site by clients in the Dochas Centre. Professional networks were started and consolidated at this impactful event which provided opportunities for our teams to reach out to new employers and expand our network.

As the Governor said in her welcome to employers: 'Engage with Tosú. Explore what second-chance hiring might look like for your organisation. One decision made today could be the difference between a setback and a success story. Together, we have the power to redefine what opportunity looks like.'

Loughan House, October 2025



Tosú and Irish Prison Service staff at the Loughan House Employer event

Tosú organised an employers event at Lochan House Open Prison in Cavan. A large group of employers travelled to the prison in order to meet clients and learn about employing people with criminal convictions on the morning of the 8th of October.

There were a number of presentations from Mr Price, Speire Nua's Damien Quinn, the Department of Justice and the Prison Service.

Two clients also spoke about getting work as they come to the end of their sentences.

"I enjoy taking the bus to work," one of them said with a wry smile. *"Some people complain about the bus, but for me, working has given me back independence. I know what it means to have a second chance."*

"I encourage you to ask questions," said another resident. *"Together we can ensure that release is not just the end of a sentence but the beginning of a new chapter."*

Tosú had prepared clients to approach employers with their CVs in their hands and with some introductory lines at the ready. The Department of Justice were also present, as was Solas, BITCI, Intreo and others.

In the months that followed this event in 2025, 25 clients in Loughan House have got work.

Tosú's 'Fund of last resort'

8.



For some individuals, a relatively small financial obstacle can stand between them and a significant opportunity. Tosú manages a fund which is supported by the Community Foundation Ireland, providing support for people to access education, training and employment opportunities, when all other sources of financial support have been exhausted. The fund is designed to remove practical barriers that might otherwise prevent progression towards employment and successful reintegration.

In 2025, 40 beneficiaries received support through the fund, enabling them to take important steps towards their educational, vocational and employment goals. While modest in scale, the fund continues to demonstrate how targeted interventions can unlock opportunities, build confidence and support lasting change. Each award represents an investment in an individual's potential and a tangible opportunity for a new beginning.

The success of the fund in 2025 follows on from an independent evaluation of its social return on investment in 2023 which assessed it at €1: €22, in other words it benefited clients to the tune of €22 for every €1 invested. Beyond the financial analysis, this fund has made an immense difference to our clients, their families, and local communities.

The Safe Pass qualification accounts for more than half of all courses supported by this fund. Manual Handling and health and safety training also feature prominently, highlighting demand for essential certification required to access work in construction and related sectors.

Alongside these core employability courses, there is evidence of clients pursuing new career pathways through specialist training in agriculture, transport, healthcare, digital health, barbering and office administration. The diversity of course choices suggest a mix of immediate job-entry needs and longer-term career development goals.

Overall, the funding supported individuals to gain practical qualifications, improve employability and explore new vocational opportunities, reflecting a strong theme of new beginnings through skills development and career progression.

Tosú – networking and representation

9.

2025 was a year in which we proudly promoted our new brand identity. Our teams took part in national academic networks such as the Criminal Justice open research Partnership (CORD), we attended international conferences, we networked with the Minister for Justice and the Irish President, attended book launches and other cultural and advocacy events relating to criminal justice. We were inspired at Women in Justice and Networking get-togethers that focused on leadership and solidarity.

As well as being invited to contribute to the Network Forum and Steering Group for the Department of Justice's *Building Pathways Together* implementation, we were also invited to meet the President of Ireland in one of his last events before his retirement from the role. "You can judge a country and its people by the way it runs its prisons," President Michael D Higgins said over tea and cakes in the dining room of Áras an Uachtaráin. The President also did us the honour of publicly acknowledging our work in Tosú alongside the Irish Prison Service who were also at the event.



Tosú CEO Sharan Kelly with Minister for Justice Jim O'Callaghan and Governor David Conroy

2025 was a year for disseminating our new brand identity, ensuring its adoption both internally and with our partners. We launched a new website and a range of branded materials, from lanyards bright with the colours of dawn associated with our identity, to bright pink signs that lightened up the corridors of prison and probation offices. We also established a new website to promote our work, designed in the distinctive colours of our brand identity that evoke sunrises and new beginnings.

Tosú on film

In 2025, we embarked on an initiative of capturing our work on film for the first time. Filming took place in winter 2025, focusing on the stories of Tosú, our impact and our clients' lives. Our communications team worked with a film crew, forging a collaborative approach in which our clients led the narrative story arcs and the editing process. The editing process took place with extensive consultation, including with clients and staff, and the films were released in 2026.



During 2026, we also developed the lexicon of Tosú. This is a vocabulary that reflects our values, and our strengths-based approach, framing clients in their identities that go beyond their criminal conviction and the stigmatizing language that dominates the sector.

Tosú also embarked on media representation, featuring on RTE Radio 1 and contributing to a number of reports and consultations relevant to our field. This media engagement continued into 2026.

Looking ahead

10.

2026 has built on the ambition of 2025, with more growth across our organisation, more innovation and greater coherence and policy development.

We have welcomed our new Chairperson, Prof. Nicola Carr and are continuing to focus on the succession plan for upcoming vacancies due to impending retirements and new roles on our Board.

We are delivering on our strategy, focusing on our three strategic goals and building new initiatives, along with renewed structures to support our teams and management.

We are creating more space to review, strategise, measure, and collaborate. We are raising our voice with confidence on behalf of our clients, leading discussions, speaking out in the media and presenting solutions to the many complex challenges faced in the sector.

We look forward to sharing ever greater impact and growth in the years to come.

Governance

11.

The Board of Directors and its committees met regularly throughout the year, meeting on average between four to five times per year. The Board undertook a succession planning exercise, assessing skills and competency requirements. This process led to identifying a new Chairperson, Professor Nicola Carr, who went on to attend her first meeting in February 2026, at which she was appointed as chair, to replace the outgoing Chairperson John Lumsden. Recruitment of other Board members has been ongoing in 2026.

Continuing to focus on strengthening governance measures, during the year, the Tosú's Board participated in an independent external evaluation to support strengthening our governance frameworks, compliance and general administration. Consultants undertook a comprehensive review process of all governance related documentation, engaged with individual meetings with each Director, the CEO and members of the Executive and carried out surveys. The final report provided positive ways in which the organisation and Board can strengthen its governance framework.

Board Meeting Attendance

Board Member	% Attendance	Total
John Lumsden (Chairperson in 2025)	100%	5/5
Peter Byers (Chair, Audit & Risk Committee)	100%	5/5
Deirdre Healy (Chair,Governance Committee)	80%	4/5
Tomás Sercovich	100%	5/5
Eugene Cummins	100%	5/5
Aidan Sweeney	100%	5/5
Moira Horgan	50%	1/5
Observer	**% Attendance**	**Total**
Asst. Comm. Paula Hilman	80%	4/5

Audit & Risk Committee Attendance

Committee Member	% Attendance	Total
Peter Byers (Chair)	100%	4/4
Tomás Sercovich	100%	4/4
Eugene Cummins	75%	3/4

Governance Committee Attendance

Committee Member	% Attendance	Total
Deirdre Healy (Chair)	100%	5/5
John Lumsden	100%	5/5
Peter Byers	80%	4/5

Directors - 2025

- John Lumsden (Chairperson)
- Deirdre Healy (Company Secretary)
- Peter Byers
- Moira Horgan – resigned 22 April 2025
- Tomás Sercovich
- Aidan Sweeney
- Eugene Cummins – resigned June 2026
- AC Hilman (observer)
- Nicola Carr – Appointed Director/ Chairperson 25 February 2026

Auditors; Crowleys DFK Unlimited Company 16/17 College Green, Dublin 2

Principal Bankers
AIB, West End Retail Park
Blanchardstown, Dublin 15

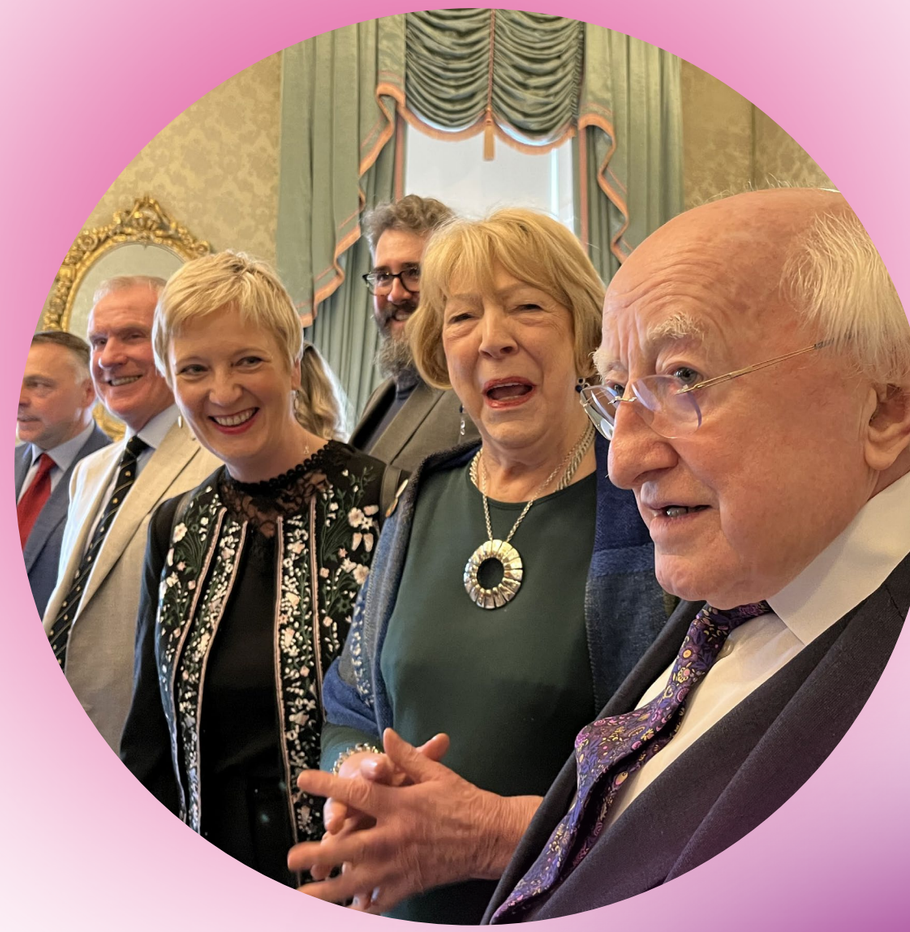
Solicitors
Drumgoole Solicitors
102 Upper Drumcondra Road

Financials

12.

Statement Of Financial Activities 2025
(Incorporating an Income and Expenditure Account)

Income	Restricted Funds 2025 €	Total Funds 2025 €	Restricted Funds 2024 €	Total Funds 2024 €
Charitable activities				
Grants from governments and other co-funders	**3,918,922**	**3,918,922**	2,974,859	2,974,859
Expenditure				
Charitable activities	**3,585,101**	**3,585,101**	2,939,276	2,939,276
Net income/(expenditure)				
	333,821	**333,821**	35,583	35,583
Transfers between funds	-	-	-	-
Net movement in funds for the financial year				
	333,821	**333,821**	35,583	35,583
Reconciliation of funds:				
Total funds beginning of the year	**353,896**	**353,896**	318,313	318,313
Total funds at the end of the year	**687,717**	**687,717**	353,896	353,896



Tosú Social Inclusion Ireland Balance Sheet
as at 31 December 2025

	2025 €	2024 €
Fixed Assets		
Tangible assets	3,308	6,614
Current Assets		
Debtors	2,730	1,771
Cash at bank and in hand	1,864,706	1,471,662
Creditors: Amounts falling due within one year	1,867,436	(1,126,151)
	(1,183,027)	(1,126,151)
Net Current Assets	684,409	347,282
Total Assets less Current Liabilities	687,717	353,896
Funds		
Restricted funds	687,717	353,896

Tosú Social Inclusion Ireland

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Blanchardstown
Dublin 15
D15HNT2

T: 01 513 1407

Company Number: 508840
Charity Number: 20578
Charities Regulatory Authority Number: 20081775

HSE

An Roinn Dlí agus Cirt
Department of Justice

Seirbhís Phríosúin
na hÉireann
Irish Prison Service

An tSeirbhís Phromhaidh
The Probation Service