



Bedford Row Family Project  
Evaluation Report  
2009 – 2011

In association with



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### EXECUTIVE SUMMARY

#### 1. Bedford Row Family Project

Bedford Row Family Project is a voluntary organisation (and registered charity) based in Limerick city that supports people affected by imprisonment and who may be in need of a second chance in life. It was founded by the Franciscan Friars and Sisters of Mercy in 1999. Since 2009 the Project has supported over 130 participants per year all of whom are directly or indirectly impacted by imprisonment.

The Project operates a Hospitality Centre outside Limerick Prison and was granted its current Centre in Lower Bedford Row in 2008 by the Franciscan Friars who were departing Limerick at that time. The day-to-day running is mainly funded by the Irish Prison Service and Sisters of Mercy although these are not sufficient to cover all of the costs. The shortfall is funded through smaller statutory grants and diverse charitable sources.

Bedford Row Family Project seeks to enhance family relationships, offers routes to empowerment and allows people the ability to establish a sense of safety, identity, belonging and optimism. The Project recognises that families are important and particularly important to prisoners as they can support and encourage the rehabilitation process. Families can provide emotional support, ensure children are safe and secure and provide a home upon release from prison. Extended families often provide individual assistance e.g. help to find work financial assistance e.g. buying a bus/train ticket to visit a loved one in prison etc. All of these supports help to reduce the risk of re-offending.

Participants engaging in Bedford Row have improved their lives with 6 people referencing a break with imprisonment over one year (2011) due to the interventions offered by Bedford Row Family Project during Social Return on Investment (SROI) analysis. Many families stated that Bedford Row was the only agency that they felt that they could engage with on a variety of issues concerning suicide ideation, loss, addiction, protection of children affected by imprisonment, and general overall well-being. Families engaging with Bedford Row Family Project have offered the following views of the project:

- "A safe place to speak about issues and concerns".
- "Staff are kind and gentle".
- "Other people with the same experience attend and work in Bedford Row".
- "Very friendly and very at ease".
- "Listening means a lot".
- "My son has an open door to the services in Bedford Row".
- "My partner also attended – we both benefit from individual and a group sessions".
- "Family meetings in a safe environment, there is nowhere else like Bedford Row".
- "Gave my daughter the chance to take part in an after school group".

Bedford Row Family Project works by engaging informally with people who have experienced prison or who have been affected by imprisonment. The Hospitality Centre is crucial to this initial engagement. Over time, and as trust is built, the Project offers intensive person centred support including one to one counselling, individual play therapy for children, groups for children and teens, life skills training, women and men's support groups, Christmas and Summer events, day trips, and training/capacity building in family support and crisis intervention.

Staff operate both onsite and offsite. The Project's two centres (one outside Limerick Prison and one in Lower Bedford Row) are utilised to the full and outreach type services in the community and in family homes are also available. Through these diverse engagements on-going emotional and practical support is received from staff, volunteers and sessional workers.

The majority of the benefit comes from engaging with families to break the cycle of imprisonment, such as:

- Improved self-confidence, self-esteem and social skills.
- Reduced risk of offending and homelessness.
- Reduced risk of intergenerational imprisonment.
- Improved long-term health including mental and physical health.

## 2. Choosing SROI

Bedford Row Family Project commissioned Gauge Ireland to conduct an evaluative Social Return on Investment (SROI) analysis in order to quantify the social value created by the Project over the three year period 2009-2011.

Gauge Ireland is a social enterprise business which helps organisations to evaluate and measure the outcomes of an organisation's work. Gauge shows the value and demonstrates the social impact. Gauge works in the Third, Philanthropy, Public and Private sectors across Ireland.

In choosing SROI Bedford Row sought to augment traditional qualitative evaluation methods by affording a monetary value to the day-to-day work of the organisation and by doing so this would:

- i) Support and challenge the Project in assessing the effectiveness of its unique engagement and support methods.
- ii) Provide vital information to prospective partners in terms of whether or not the Project is good value for money invested i.e. the value of the service to existing and new funders, and
- iii) Propose ways in which Bedford Row might improve its data management systems to enable staff to carry out future SROI analysis in house.

This SROI gathered interview and survey data about progression of participants and other stakeholder groups since 2009, and these were used as evidence to support the analysis. Progression can mean children remaining within the family unit and not entering care, engagement with an addiction service, dealing appropriately with an abusive relationship, or non-return to prison. (See also Paragraph 5, 'Conclusions' below).

This Evaluation Report is laid out so that readers can print out the Executive Summary (pages 4-11) to get an overview of the Report without printing the entire document. Therefore the Executive Summary contains a resumé of SECTION 9; CONCLUSIONS, (Paragraph 5). SECTION 10; RECOMMENDATIONS, is reproduced in full, (Paragraph 6).

### **3. Background**

Hereunder is a brief background and rationale of Bedford Row and its methods. The main body of the report offers a more extensive framing of the Project in recent and current policy context in Limerick and Ireland.

The Project commenced in 1999 following a research study conducted by the Franciscan Friars and Mercy Sisters in collaboration with statutory and voluntary organisations based in the Limerick area which focused on 'unmet needs'. Families of prisoners were identified as a group that suffered a significant negative impact in their lives as well as, often, a difficulty in engaging with services. It was also noted that the general public was mainly unaware of the gaps in services for families affected by imprisonment. Following the completion of this research the Franciscan Friars and the Sisters of Mercy made initial funding for the Project available.

Listening was identified as a key method of inculcating a culture of compassion and respect for individuals and their families. Individual family members were supported to re-build self-esteem, confidence and resilience at their own time and pace. The Project encouraged and supported families to address and understand challenges which reoccur regularly throughout their lives.

Encouraged by staff, families of prisoners soon got involved in running the Hospitality Centre, located in a prefab building, known as the 'search hut' outside Limerick Prison. Family members were engaged firstly on a voluntary basis and later on a part-time paid basis. Peer support groups for families affected by imprisonment were soon established and these groups, the corner stone of all support work in the Project, continue to this day. This results in a synergy of the direct experience of imprisonment and the professional qualifications necessary to maintain good boundaries at all times in the work.

Between 2002 and 2008 two significant events were held that put the current work of the Project in context. In 2005, Bedford Row hosted a major international conference in University of Limerick entitled '*Help is at Hand*', and in 2006/2007 research was undertaken which resulted in the launching, in 2008, of the Research document; '*Voices of Families Affected by Imprisonment*'.

These were of great benefit to the Project in deciding the direction of future work and how it could be more effective.

The governance of Bedford Row is covered in the main report. The promotion of a culture of safety and trust between the Board, the staff and focus group in general has always been a goal and it is considered important to 'model', at staff and Board level, what the Project desires for families that access its services.

Similarly, the layout and décor of both the Hospitality Centre outside Limerick Prison and the Centre in Lower Bedford Row reflects the ethos and culture of the organisation and is inviting and trusting in nature. As the 'first contact' is seen as very important in building trusting relationships a genuine welcome, warmth, and sense of reassurance are offered.

#### **4. Current Challenges**

Bedford Row Family Project today faces a number of challenges. The Project operates in a climate of constant change and has done so over the last number of years. These challenges included:

- Reduced state funding in general including restructuring of Limerick Regeneration Project.
- On-going challenges with respect to drug misuse in Limerick and Ireland.
- Stigma and negative public perception of the prison community and their families.
- The downturn in the economy leading to less employment opportunities.
- Competition amongst "Not of Profit" organisations for donations.

One of the aims of this Evaluation is to assist the Project in addressing these and other significant challenges in future years.

#### **5. Conclusions**

Bedford Row Family Project identified the following key stated outcomes for the SROI analysis to address/evaluate. (These are expanded upon in the main body of the Report). Primary and secondary research was undertaken with principal stakeholders of whom the families were of paramount importance. Desk research was also undertaken.

*Key Stated Outcomes:*

- Measure and quantify social and economic outcomes of the Project.
- Record and quantify the views of key stakeholders.
- Understand and value outcomes for participants.
- Put a financial value on social outcomes.
- Understand the investment by, and the impact on all stakeholder groups.
- Make recommendations on how Bedford Row can plan for the future needs of all stakeholder groups.



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## Evaluation Report: Bedford Row Family Project

SROI measures the *social impact* generated by Bedford Row in:

- Enhancing family supports.
- Building family relationships.
- Offering routes to empowerment.
- Reinforcing people's ability to establish a sense of safety, identity, belonging and optimism.

This study demonstrates that the range of interventions and services offered by Bedford Row Family Project are cost effective. The SROI analysis estimates the total value of benefits to key stakeholders – families, extended families, support agents, Bedford Row Family Project, and Limerick Prison – to have a yearly net present value<sup>1</sup> of €1,302,254.13 per year given annual average input costs of €285,000 per year. This translates into an overall Social Return on Investment<sup>2</sup> (SROI) of €1,587,253.81 per year.

Briefly, this means that for every €1.00 invested in Bedford Row Family Project €5.56 of Social Return on Investment is generated. The main Report outlines in full how the above figures are arrived at.

The SROI analysis for this Project has been calculated through a clear, consistent and transparent use of financial proxies. While such analyses often do deliver positive returns which are 'greater than 1', the uniqueness of the Bedford Row combination of services makes it difficult to compare with other social projects offering similar services.

In addition to the analysis, the evaluation displayed how all stakeholders (and not only families), perceived Bedford Row to be an organisation offering a professional service delivered by warm, respectful and courteous staff through a consistent person centred approach, built on trust and belief, focusing on the needs of families affected by imprisonment and asking people to embrace change. These unique qualities assist people in making improved choices in taking control over their lives.

Significant savings are made by the state from reductions in re-offending due to the intervention of Bedford Row. Significant savings are also effected in the areas of family cohesion, social inclusion, health, education and training which have resulted in a change of direction in the lives of many affected by imprisonment.

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<sup>1</sup> Total present value = €4,761,761.42 over 3 years (€1,587,253.81 per year)

Net present value = Total Present Value - Total Inputs

€3,906,762.40 = €4,761,761.42 - €855,000.00

<sup>2</sup> SROI = Total Present Value / Total Inputs

€4,761,761.42 / €855,000.00 = €5.56

A challenge for the Project will be to follow the recommendation that Bedford Row invests in and engages in more thorough recording methods. The main body of the report concludes that the Project is most likely being under-valued in this Evaluation due to the current methods of recording which may not be effectively measuring the full impact of the work undertaken, including the positive, longer term impacts on children of prisoners.

### 6. Recommendations

Hereunder is a summary of the principal recommendations offered by Gauge. Bedford Row has chosen the SROI route for this Evaluation. Implementing two of the recommendations would involve continuing this process and building it into the day-to-day work of the Project, in respect of ongoing (real-time) evaluation and action research. Other recommendations are concerned with sharing the unique skill-sets and (by now well established) organisational competencies built up over the years. The development of a formal or informal progression route for those who access the Project over a long time and, perhaps, how this could be linked to a method of assessing the contribution of Bedford Row to the wider community form the remaining recommendations. They are expanded hereunder and reproduced in full in the Main Report.

#### 6.1 *Bedford Row attends to ongoing collection of evidence coupled with real-time use of SROI to determine impact on a day-to-day basis.*

SROI methodology offers an opportunity for community organisations to be judged on what they achieve for their stakeholders. For Bedford Row to do this it would mean that the Project would frame its work around mechanisms to consistently collect evidence of the impact of its services. A comprehensive database of participants, linked to services provided, numbers availing of services and progression over defined durations should all be collected. The database should evolve to incorporate the changing needs of clients and the dynamic nature of services provided by the Project. It is important that this information is customised to ensure that it is available for regular SROI analysis. This can be done in conjunction with Gauge and Bedford Row staff. At a practical level this would initially involve including questions relating to outcomes, indicators and value in data collection tools for stakeholders.

#### 6.2 *Bedford Row use SROI as a tool for Action Research to enrich knowledge over the long term.*

This involves augmenting current methods of data collection to incorporate a research model i.e. directly asking participants about their experience of the service and the impacts it has generated for them or their families. It is recommended that Bedford Row consider adopting SROI as a tool which would place a *value on change*, and the effects of change for both the organisation and its stakeholder, to place an economic value on the social value which the Project creates. This would make *accounting for impact* a more straightforward task for staff.

Measurement of impact and translation into financial proxies for a much wider range of outcomes over a longer duration and looking at improvements in health and wellbeing, training or educational attainment and employability of what are now children as a result of interventions by Bedford Row would then be possible. It is essential that the value of *all* engagement and progression are fully measured. All data can be included within a database management system.

In addition to existing financial proxies developed by Gauge there still remains some work to be done around determining future quantities for progression of children through to adulthood.

**6.3** *Consider how Bedford Row would share organisational competencies and skills built up over many years.*

This three year analysis has endeavoured to assign robust financial proxies through comprehensive consultation with all stakeholder groups. However it is the view of the authors that there remains additional impact to be valued especially for Bedford Row in terms of unique organisational competences, and its knowledge and skill in developing and offering services to families affected by imprisonment.

It is recommended that the Project work to share this learning in Ireland and across Europe. A potential route to move this forward includes sourcing EU funding to develop innovative programmes which will share learning and develop tools which could be used by similar organisations and their clients.

**6.4** *Develop new and enhance existing informal progression routes for families/individuals in long term engagement.*

Many participants spoke about Bedford Row as if it were an extension of the family environment; a place that they could visit often and return frequently if they experienced challenges in their lives. The welcome is always warm and there is time made to ease the burden. Whilst this is a real affirmation of the hard work and effort by the staff team, it is probably not sustainable in the long-term. It should be noted that there are challenges related to creating a dependency culture amongst participants as well as how such supports might be financially supported over the longer term.

It is recommended that the Project estimate appropriate and individual timeframes over which services can be offered as well as a progression route which offers people a series of steps toward a better life and these steps should be noted when measuring outcomes. As people approach the end of their assigned time with the Project, on-going support options could be explored. This might be achieved by establishing a peer mentor scheme where volunteers could be trained to offer faded supports. A support guide or manual could also be developed and published for use by the participant and the mentor. This would free up the staff team and finance to work in developing new supports for children while providing continuity for past participants.

**6.5** *Develop a tool to assess the contribution that Bedford Row Family Project makes to the wider community of families affected by imprisonment.*

Future SROI analysis and embedding should look at the local community as a stakeholder group and the impact that Bedford Row is delivering in terms of building community cohesion and social capital. There is a lot of work going on throughout Limerick in the areas of youth development and social and economic regeneration which could be attributed to some extent to the existence of the Project.

Central to the work of measuring impact for the local community will be addressing the value of the repository of local information and knowledge that is disseminated by the Project to participants. Gauge recognises that measuring impact on the community is complex and that good frameworks for doing so are few and far between. However we also know that one of the best ways to understand what difference an organisation makes to a community is to ask those in the community. This is comparable to the SROI principle of asking different stakeholder groups what value an organisation creates for them. From this engagement, Bedford Row could identify some appropriate benchmark of community change to track over time.

### SECTION ONE: BEDFORD ROW FAMILY PROJECT CONTEXT

#### 1.0 Establishment of Project

Bedford Row Family Project was established in Limerick in 1999 by the Franciscan Friars and Sisters of Mercy. The Project commenced following a research study conducted in collaboration with statutory agencies and community and voluntary organisations based in the Limerick area.

The identified community and voluntary organisations and local agencies working within marginalised communities in Limerick recognised there was a negative impact from imprisonment on families as well as a disparity in related services. It was also noted that the general public was mainly unaware of the gaps in social services for families affected by imprisonment. The research study reviewed unmet needs of families in the region and following the completion of this research the Franciscan Friars and the Sisters of Mercy made initial funding for the Project available.

#### 1.1 Brief Historical Policy Context

Bedford Row Family Project was initiated in the same period as poverty and social exclusion became a focal point of public policy at national level in Ireland. The National Anti-Poverty Strategy (NAPS) of 1997 was underlined in the National Development Plan (NDP) 2000-2006, which has, as one of its four main objectives, the promotion of social inclusion. One of the key outcomes has been the recognition that local authorities, state agencies, and local development agencies have a significant part to play in local economic and social development.

#### 1.2 Initial Activities

The Project agreed from the outset to endeavour to provide a service based on an attitude and culture of compassion and respect for individuals and their families. It believed in listening to families while supporting individual family members to re-build self-esteem, confidence and resilience over a period of time and at a pace which is defined by the individual. The Project encouraged and supported families to address and understand challenges which reoccur regularly throughout their lives.

One of the first activities of the Bedford Row Family Project was to establish an information and refreshment service in the waiting area of Limerick Prison. This was established by the then co-ordinator of the project. The service was located in a prefab building, known as the “search hut”. Families of prisoners soon got involved in assisting the co-ordinator on a voluntary basis and later on a part-time paid basis. Early on in the development of the Project a person with professional social work qualifications was employed. As one of its first support initiatives Bedford Row Family Project established peer support groups for families visiting prison.

### 1.3 Location

Bedford Row Family Project operates from two centres. The Hospitality Centre is located in the Visitors Centre outside Limerick Prison in Mulgrave St. in Limerick. The other building, on Lower Bedford Row in Limerick City centre, houses all the support work as well as the 'drop in' facility. This building has been refurbished over time to meet the needs of the Project. It reflects the ethos and culture of the organisation and is inviting and trusting in nature. This building was gifted to the Project by the Franciscans who previously owned the building and were departing Limerick in 2008. Both locations are staffed by a welcoming staff team who offer a sense of reassurance and are open to building relationships with families experiencing the effects of imprisonment.

These two locations offer opportunities to engage directly with people in distress due to imprisonment while other people make contact with the Project on the recommendation of a friend or family member who might have personal experience of the Project. Clients have also been referred by other agencies including ADHD Group Limerick, Community Companions Moyross, Céim ar Chéim, Limerick Youth Service, St. Munchin's Family Resource Centre, NOVAS, Focus Ireland, Southill Outreach Ltd., and a wide variety of community and voluntary organisations.

### 1.4 Governance

The Project was established formally as a Company Limited by Guarantee and is a Registered Charity. It is supported by a voluntary Board of Directors who offer direction and provide governance to the Project in the areas of finance, HR and funding. The Board and management have worked over time to develop cohesive policies and processes, while promoting a culture of trust between the work of the organisation and those engaged with its services.

### 1.5 Current Challenges

The challenges referred to in the Executive Summary are repeated here:

- Reduced state funding in general including restructuring of Limerick Regeneration Project.
- On-going challenges with respect to drug misuse in Limerick and Ireland.
- Stigma and negative public perception of the prison community and their families.
- The downturn in the economy leading to less employment opportunities.
- Competition amongst "Not of Profit" organisations for donations.

### SECTION TWO: BEDFORD ROW FAMILY PROJECT ACTIVITIES

#### 2.0 Choosing SROI

Bedford Row Family Project commissioned Gauge Ireland to conduct an evaluative Social Return on Investment (SROI) analysis in order to quantify the social value created by the Project over the three year period 2009-2011.

In choosing SROI Bedford Row sought to augment traditional qualitative evaluation methods by affording a monetary value to the day-to-day work of the organisation and by doing so this would:

- i) Support and challenge the Project in assessing the effectiveness of its unique engagement and support methods.
- ii) Provide vital information to prospective partners in terms of whether or not the Project is good value for money invested i.e. the value of the service to existing and new funders, and
- iii) Propose ways in which Bedford Row might improve its data management systems to enable staff to carry out future SROI analysis in house.

This SROI gathered interview and survey data about progression of participants and other stakeholder groups since 2009, and these were used as evidence to support the analysis. Progression can mean children remaining within the family unit and not entering care, engagement with an addiction service, dealing appropriately with an abusive relationship, or non-return to prison. (See also CHAPTER 9, 'CONCLUSIONS' below)

In this section of the report we will provide an overview of Bedford Row Family Project activities and the work of the project over the last 3 years including how it engaged with its identified target group and the programmes which are offered to support the group.

Bedford Row staff team work with families affected by imprisonment who wish to share their concerns but struggle to find an empathic place to do so. This initial engagement leads to further supports which are built on trust and aim to help people contend with both the perceived and real challenges arising from imprisonment.

Over its life Bedford Row Family Project has developed a number of strategies and activities to address challenges, issues and needs and they continually endeavour to implement those strategies, monitor progress and evaluate results while remaining aware of the need for change. Paragraphs 2.1 to 2.6 (incl.) below provides an overview of the work

### 2.1 Level of Engagement

Services are provided to families, ex-prisoners, and prisoners with the numbers engaging from 2009 – 2011 outlined below in Table 1. The nature of the work changes based on those presenting and through the addition of skilled staff new services can be offered which fill gaps which had been previously identified as part of the planning process.

New programmes and appointments are made possible through funding including donations.

Numbers Engaging	2009	2010	2011	Total
Families	89	141	133	363
Prisoners	11	3	6	20
Ex-prisoners	32	35	33	100

**Table 1 Client Engagement**

Engagement with the target group is achieved using a holistic approach to service delivery with a suite of services available and aimed at addressing the needs of families including grandparents, parents, and children of prisoners, prisoners themselves and ex-prisoners all of whom may form an integral part of the family or extended family unit. Bedford Row staff are provided with relevant training and on-going support to ensure they are ready to address challenges presented.

There is on-going engagement with prisoners based at Limerick Prison with counselling and mediation services offered to prisoners through referral to probation officer, addiction and psychological services, and Chaplain within the prison. These options continue post-release albeit in a different format while others are added including community drug addiction referral and family support available upon request.

### 2.2 Bedford Row Family Project Hospitality Centre

The Hospitality Centre is based at the entry point to Limerick prison. It operates continuously throughout the year to support families visiting the prison. The centre is staffed by the prison with Bedford Row Family Project providing a welcome through a mix of staff and volunteers. The Centre has evolved over the years and has experienced improvements which benefited both parents and children. Today kids have an opportunity to draw and colour while they wait for a visit. Bedford Row record visitor numbers and have officially started recording visitor questions, concerns and issues since 2011. The team also arranges events during the year which endeavour to enhance the visit including a visit from Santa during December. All this work is supported by the Irish Prison Service. The Hospitality Centre location is central to the Project's work with families while also helping to build and maintain a good relationship with the management and staff team at Limerick Prison.

### 2.3 Adults Classes and Groups

On-going classes completed in Bedford Row Family Project over 2010-11 are listed below. The numbers outlined in the Table are a snapshot at any one time (see *Table 2* next page).



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Course/Group	2009	2010	2011	Activities
Life-Skills Class	12	12	36	Aimed at building life skills for women
Computer Class	8	8	6	Non-Accredited Computer class
Young Mother's Group (Young Women's Group)	4	6	8	Home based Young Mothers Group
Ex-prisoners	0	4	5	Bi-weekly group for ex-prisoners. Cooked meal and chat (skills)

**Table 2 Adult Class & Group**

### 2.4 Children's Groups

International research shows that children affected by imprisonment are at significantly higher risk than children in the wider population so working with children is an important element of the services offered by Bedford Row Family Project. The Project has assigned a Social Worker to take overall responsibility for Children's Groups and ensures that all protocols with respect to working with children are adhered to. All children engaged have experienced the imprisonment of a family or extended family member and many other related issues.

These aged-based groups meet weekly at Bedford Row. The group work provides developmental support to children up to the age of 16. This type of intervention aims to reduce both the direct and indirect effects of imprisonment and break the cycle of offending by supporting those most at risk.

An event is held in late May or early June to celebrate European Children of Prisoners Week. Bedford Row Family Project offers a Summer Programme from June – August. Trips and activities are undertaken with small family groups. Families participating in these trips are not usually engaged in children's groups through the year.

The Project also provides an opportunity at year end for parents and/or grandparents to bring their children to a Christmas party where Santa shares gifts and the staff team provide festival food in a fun atmosphere.

### 2.5 Counselling and Psychotherapy

Three psychotherapists work with Bedford Row Family Project; one psychotherapist is engaged in the area of play therapy with children and their families. Two further psychotherapists engage in individual and group sessions. Currently the Family Support Agency part-fund hours and psychotherapists also provide their services in a voluntary capacity.

### **2.6 Drop-In**

Bedford Row Family Project operates a 'Drop In' facility at Bedford Row in Limerick City Centre. People drop in informally. They are met at reception where their needs are attended to by a skilled staff team in a friendly and welcoming environment. Bedford Row can offer a meeting space when required but quite often people prefer the informality offered by reception. Almost all people who drop into Bedford Row Family Project are known to the staff team with many visits made speculatively, as indirect or non-formal request for support.

# Gauge Ireland

## Evaluation Report: Bedford Row Family Project

### SECTION THREE: CURRENT POLICY OVERVIEW IN IRELAND

The section of the Evaluation provides an overview of Government Policy and Strategy relevant to the operations and implementation of Bedford Row Family Project.

#### 3.0 General

In Ireland, the National Action Plan for Social Inclusion recognises the significance of early intervention in breaking the cycle of disadvantage and a range of pre-school, education, family support; diversion and counselling programmes are also in place. Examples of the range of early interventions include family programmes such as:

Health	Education	Community
(a) National Parenting Skills Programme	(a) DEIS including 1: Home School Community Liaison Scheme 2: Giving Children an Even Break	RAPID Including 1: Local and regional drugs task forces 2: Garda Youth Diversion Projects
(b) HSE family support services	3: Breaking the Cycle 4: Early Start Pre-School Scheme	3: Awareness programmes, e.g. 'Copping On'
(c) Community Mothers Programme	(b) Relationships and Sexuality Education (c) Youth Encounter Projects	4: Young People's Facilities and Services Fund

**Table 3 Examples of State Interventions**

#### 3.1 The Irish Prison Service

Political responsibility for the Prison System in Ireland is vested in the Minister for Justice and Equality. The Irish Prison Service operates as an executive agency within the Department of Justice and Equality. It is headed by a Director General supported by 6 Directors. The Irish Prison Service deals with male offenders who are 17 years of age or over and female offenders who are 18 years of age or over.

There are 14 institutions in the Irish Prison System consisting of 11 traditional "closed" institutions, two open centres, which operate with minimal internal and perimeter security, and one "semi-open" facility with traditional perimeter security but minimal internal security.

The majority of female prisoners are accommodated in the purpose built "Dóchas Centre" with the remainder accommodated in Limerick Prison. The Irish Penal Reform Trust (IPRT) recorded the overall prison population in Ireland at 4,248 (13 Sept 2012) which is an increase of 400% since 1970. The average cost of imprisonment per prisoner was €65,359 in 2011 reduced from €70,513 in 2010; €77,222 in 2009; and €92,717 in 2008 (Source: Irish Penal Reform Trust).

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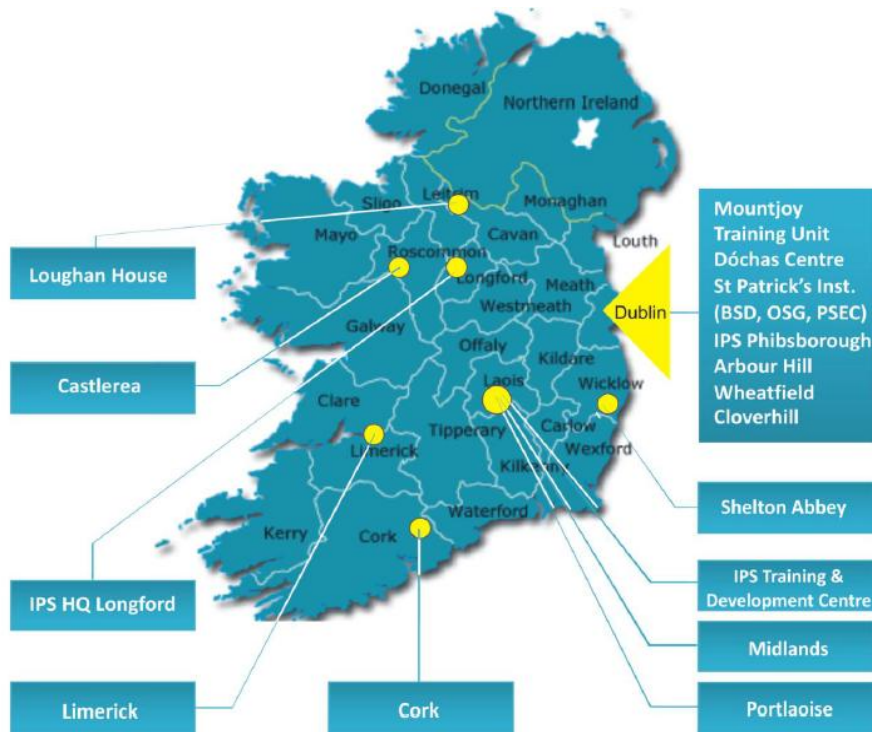


Figure 1 - Irish Prison Service Locations (Source: Irish Prison Service)

As one of the six Directorates, Care and Rehabilitation is a key aim of Regimes Directorate within the Irish Prison Service. The Irish Prison Service seeks to manage sentences in a way which encourages and supports prisoners in their efforts to live law abiding and purposeful lives on release through the provision of education, library, work training, psychology and spiritual services.

The Government Programme for National Recovery 2011-2016 provides that the Government will establish a new model of financing social interventions — called Social Impact Bonds — that focus on outcomes for particular target groups, and attract private capital to support social provision.

As part of the Irish Prison Service Strategic Plan 2012-2014 and in conjunction with the Department of Justice and Equality and the Probation Service the Irish Prison Service will explore a Social Impact Investment that would support an outcome based contract with a community based organisation to provide a programme of support to short sentence prisoners, commencing in prison, and ongoing through their release, to reduce re-offending and enable reintegration in their communities. This strategy might provide an opportunity for Bedford Row to increase engagement with the Irish Prison Service on its plans around Social Impact Investment. The Project has an opportunity to develop a unique set of supports based around the prisoner and including family members.

### 3.2 Youth Justice System

Over the last 40 years in Ireland there have been a number of reports published on various aspects of the youth justice system. These publications include the Kennedy Report in 1970, and the Task Force Report on Child Care Service in 1980, and they have looked at reform in the sector, an issue which has remained a concern over the years.

The Children Act 2001 is the primary statutory framework for the youth justice system in Ireland. It adopts a dual approach of child welfare and youth justice in addressing the needs of children who may be in need of special care or protection and offending children.

The key statutory players in the youth justice area are listed below

- (a) The Department of Justice and Equality;
- (b) The Department of Education and Skills;
- (c) The Department of Children and Youth Affairs.

Overall responsibility for the Children Act, 2001 is shared between the Minister for Children and Youth Affairs and the Minister for Justice and Equality. Irish Youth Justice Service operates as an executive office located in the Department of Children and Youth Affairs (DCYA). It has responsibility for leading and driving reform in the area of youth justice.

The Report published in 2006 on the Youth Justice Review suggested the Irish State commits very significant amounts towards promoting health and wellbeing and combating economic, social and educational disadvantage, all of which may impact on youth offending indirectly. The report identified a direct spending figure, excess of €56m annually, to providing services for young offenders. The major part of this spending is on residential places which can be up to €0.5m per child per annum<sup>3</sup>.

### 3.3 Department of Children and Youth Affairs

The Department of Children and Youth Affairs focuses on harmonising policy issues that affect children in areas such as early childhood care and education, youth justice, child welfare and protection, children and young people's participation, research on children and young people, youth work and cross-cutting initiatives for children.

The Irish Youth Justice Service operates as an executive office located in the Department of Children and Youth Affairs. In 2008 the '2008 to 2010 National Youth Justice Strategy' was published.

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<sup>3</sup> Department of Justice Equality and Law Reform - Report on the Youth Justice Review: Published by Government of Ireland 2006: Section 1.3 - Expenditure, Page 19.

The Strategy is underpinned by the Children Act 2001 which was designed to provide a coordinated approach among agencies working in the youth justice system over a three years period.

The priority for this 3-year strategy related to children already in trouble with the law. The strategy does recognise early intervention as a necessity in helping to prevent crime and notes that Government provides a range of such interventions through the educational and welfare systems.

One of the objectives of the strategy is to work with relevant bodies, including the voluntary and community sectors, to make policies more effective and to develop new policies and programmes to prevent children becoming involved in crime.

The Programme for Government 2011 committed to holding a referendum to strengthen the protection of children in the Constitution. This referendum took place on 10<sup>th</sup> Nov 2012 and was carried. This decision will present significant challenges for all who are concerned about vulnerable children including those affected by imprisonment.

### SECTION FOUR: SROI ANALYSIS

#### 4.0 Description of SROI Analysis

This section of the report provides an overview of Social Return on Investment (SROI) as an acknowledged method of measuring the social and environmental impact of activities, projects and programmes and of placing a monetary value on them. The focus of this SROI Analysis is Bedford Row Family Project 2009 – 2011.

Social Return on Investment (SROI) facilitates an analysis which allows service providers add together the values of all of their outcomes and compare the total value created for stakeholders to the investment required to achieve these results.

This can be summed up by an SROI ratio, usually expressed as “for every euro spent, activity ‘A’ creates ‘X’ euros of social value”.

But what does it mean for an organisation such as Bedford Row Family Project to create social value?

One way of addressing this is to think about whether the stakeholders would rather receive money directly or receive the service that Bedford Row Family Project offers. For example, giving €100 to a family member of a prisoner will impact on their life only over the very short term. For example they could use the money to pay for services or buy goods or might just appreciate the extra financial security that it gives them.

However giving funding of €100 to Bedford Row Family Project can assist one family member affected by imprisonment by offering a range of supports that can help the person including access to lasting individual and group supports leading to a better quality of life.

The family members, ex-prisoners and/or prisoners which Bedford Row works with will feel that the “social value” that they receive is far in excess of €100. The goal of SROI is to quantify this value – to say by how much it exceeds the financial investment.

The above example best encapsulates how *creating value* relates to the choices people make when they are giving money away. By augmenting qualitative data by expressing outcomes in financial terms we see whether particular activities are worth the money we spend on them, from the perspective of the stakeholder.

This Social Return on Investment analysis shows that Bedford Row Family Project has been effective and created social value for each of its main stakeholder groups. The analysis presented shows that the programme requires €1770.01 of investment (direct) per person/family per year. This in turn creates a social value of €9,757.71 direct to each person that attends during a 3-year period.

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The Total Present Value for the Project, at an average discount rate<sup>4</sup> of 4%, is €4,761,761.42. This represents the total value created including activities which would have happened anyway without the intervention of Bedford Row Family Project.

The Net Present Value, which is the total present value (€4,761,761.42) minus the total of all investments over three years (€855,000) is €3,906,761.42. This amount represents the total extra value created by Bedford Row Family Project.

This gives an SROI ratio of  $\text{€}4,761,761.42 / \text{€}855,000 = \text{€}5.56 : \text{€}1$ <sup>5</sup>.

This means that for every one euro of investment in Bedford Row Family Project, €5.56 of social value is created over the 3 year period 2009 to 2011.

How the above figures are arrived at is further expanded below and is described graphically in the Social Impact Map that accompanies this Evaluation.

Bedford Row Family Project is now at the point of considering ways to further develop its services.

While the Conclusions of this Report are contained separately in Chapter Nine below, it is worth noting briefly here that from the SROI point of view, any new programme operated by Bedford Row Family Project would offer a good return for the investor or funding agency who is seeking to achieve genuine social return.

In particular the Bedford Row Family Project provides opportunities for:

- **The Irish Prison Service** (2012-2015 Strategy) who may wish to involve community groups such as Bedford Row in 'social impact' type contracts that would enhance the possibility of rehabilitation of prisoners and reduce recidivism through focused intervention with families including children.
- **Department of Children and Youth Affairs** who wish to adapt focused interventions in their approach to child welfare and protection, family support, adoption, school attendance and reducing youth crime to improve outcomes for children, young people and families.
- **Housing, community and regeneration type agencies** who hold an interest in improving the circumstances for vulnerable and isolated people affected by prison living in some of Limerick and the surrounding areas most deprived communities.

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<sup>4</sup> Discount Rate: The discount rate is a financial metric that may be used to determine the present value of future payments or expenditures.

<sup>5</sup> SROI = Total Present Value / Total Inputs

$\text{€}4,761,761.42 / \text{€}855,000.00 = \text{€}5.56$



- **The HSE and/or Department of Children and Family**, as Bedford Row Family Project reduces the burden on state services by effectively engaging and supporting families that mainstream agencies find it very difficult to reach both during and outside the working hours that core state interventions normally operate. (This has associated downstream benefits on Health Service Executive and Department of Children and Family spending).
- **Philanthropic investors or socially responsible corporate donors** concerned about imprisonment and its effects who wish that the money they invest will yield a considerably high return.

### 4.1 Scope and Stakeholders

Social Return on Investment is a versatile methodology which can be used within a broader evaluation or an action research project. It allows Bedford Row Family Project to look at its total funding allocation from variety of sources and contrast this funding with the value of the work that is delivered.

To fully evaluate the value and impact of Bedford Row Family Project throughout 2009-2011, the SROI will be adapted to report on qualitative and quantitative data collated over these three years of the Project. The SROI evaluation evidence produced is based on the impact of Bedford Row Family Project in North Munster including Limerick City, Co. Limerick, Co. Clare, Co Tipperary, and North Kerry during the financial years 2009 – 2011. This will represent the value for stakeholders over the same period.

### 4.2 Identifying Stakeholders

This evaluation and SROI analysis explores the changes that stakeholders experience as a result of the work carried out by Bedford Row Family Project.

For the purpose of the Social Return on Investment analysis, 'stakeholders' are defined as people or organisations that experience change, whether positive or negative, as a result of the activity being analysed. A stakeholder is effectively a person or organisation who has something to gain or lose through the outcomes of a process or project. Stakeholder involvement is a very important part of the SROI process and is one of its real strengths.

Stakeholders include support agencies, funders, staff, project administrators, participants and their peers, family members and the wider community. These stakeholders are known as advocacy groups and they can have a powerful bearing on the outcomes of evaluation processes. It is often beneficial for projects to identify and analyse the needs and concerns of different stakeholders, particularly when these projects aim to change behaviours, influence policy or support funding decisions.

In bridging research and policy, stakeholder analysis can be used to identify all parties engaged in conducting the research, those who make or implement policy, and the intermediaries between them. Stakeholder Analysis can help define methods of engagement therefore allowing the impact

of research to be maximised. It can also be used later in the research, when SROI results are available and the team may want to use the evidence to create policy or funding impact.

Stakeholder Analysis is also a helpful mechanism for helping determine the best communication routes for the SROI research. It can support in determining how the research should be structured, presented and pitched to a range, or groups, of individuals. In this way it becomes an essential mechanism for assessing different advocacy groups around funding or debate, and their ability to influence the final outcome. This will be an important aspect when circulating Bedford Row Family Project SROI Report and findings.

### 4.3 Stakeholder Analysis

Bedford Row Family Project has been working with 483 families, ex-prisoners and prisoners during the period 2009-2011, with 55 new families identified during 2011. The Project works with the families over a number of years with different members of families engaging supports as needs are identified. Individual participation is recorded depending on support required.

As an initial step a list of potential stakeholders was compiled, identified with support from Bedford Row Family Project. We listed all those stakeholders who may be affected or will be affected by the activities within the scope of the SROI analysis, as well as those stakeholders who influence the initiative (either negatively or positively).

Each of the stakeholder groups were also proofed to determine their materiality<sup>6</sup> and the extent to which they were impacted upon by Bedford Row Family Project during 2009 – 2011. The following areas of materiality were considered in relation to each stakeholder:

- **Direct short-term financial impacts:** Those aspects of the Project where there are short-term financial impacts for stakeholders.
- **Policy related performance:** Those aspects of performance linked to the agreed policy positions of the reporting organisation, irrespective of financial consequence.
- **Peer based norms:** Those aspects of performance, which are deemed material by peers and professionals irrespective of whether the reporting organisation has a related policy should be considered.
- **Stakeholder based perspectives:** The stakeholder perspective should take into account those concerns of stakeholders that would impact on stakeholders' decisions and behaviour. Conflicting views by stakeholders as to what concerns are material and their priority should be taken into consideration.
- **Societal norms:** Those aspects of performance where society may have already regulated, or there is evidence that it is likely to regulate or produce persuasive guidance in non-regulatory form in the future.

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<sup>6</sup>Materiality: Information is material if its omission has the potential to affect the readers' or stakeholders' decisions.

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Bedford Row Family Project provided a database of Stakeholders as a starting point for stakeholder engagement at this point of the Evaluation. This was accompanied by two initial workshops one with staff and one with the Board where SROI analysis was discussed.

High	Medium	Low
Families	NOVAS	Adapt House
Staff Team	PALLS	Southill Family Resource Centre
Counsellors	Southill Outreach Ltd.	Barnardos
Trainers	Merchant's Quay	Céim ar Chéim
Volunteers	Focus Ireland	LABESG
Board of Directors	North Star Project	Limerick Youth Service
Irish Prison Service	Health Service Executive	Suaimhneas
Mercy Sisters	Probation Service	Citizens Information Centre
Franciscan Friars	Limerick Institute of Technology	DORAS
Limerick Prison	University College Cork	Inspector of Prisons
Limerick Regeneration Agency	Limerick City Drug and Alcohol Service formerly Sainte	Pieta House
Family Support Agency	Limerick Social Services Centre	Rape Crisis Centre Limerick
Vocational Educational Committee	St. Vincent de Paul	Partners Against Unemployment Limerick
Community Foundation for Ireland		RAPID
St. Stephen's Green Trust		IPRT
JP McManus Foundation		ICPO
		Eurochips
		Mid-West Regional Drugs Task Force
		National College of Psychotherapy and Counselling Ireland

**Table 4 List of Stakeholders**

The SROI analysis explores the *change to stakeholders* as a result of the existence of Bedford Row Family Project. (Stakeholders should experience a change – this change may be positive or negative). The results from this work included the compilation of a comprehensive list of stakeholders which can be viewed in Table 4. This table was then prioritised according how material each stakeholder

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## Evaluation Report: Bedford Row Family Project

was to the Project. The next step was to determine how the stakeholders were engaged, whether they should proceed to the next phase, and the reasons for this selection.

Stakeholder	Number	Included	Reason
1. Families	14	Yes	Families are a direct recipient of the support
2. Extended Families	11	Yes	The relatives of families are expected to experience a material benefit
3. Bedford Row Family Project	6	Yes	Volunteers, Student Interns and staff are likely to learn about the delivery of service to a hard to reach group which can be challenging to engage
4. Support Agents <ul style="list-style-type: none"> <li>▪ NOVAS</li> <li>▪ Limerick Youth Services</li> <li>▪ Southill Outreach Ltd.</li> <li>▪ Merchant's Quay</li> <li>▪ Novas Respite Service</li> <li>▪ Bushy Park</li> </ul>	21	Yes	Bedford Row has an impact on other services as it complements their services while also reducing the professional time required to engage fully with families including extended families.
5. Irish Prison Service	N/A	No	Bedford Row has an positive impact on IPS as they provide funding for service which support families with the direct value experienced by Limerick Prison - Desk Research <sup>7</sup>
6. Professionals	2	No	Tutors and counsellors are contracted to provide training in their specific areas and personal learning is coincidental
7. Limerick Prison	7	Yes	Direct services are provided at the prison which enhances the experience of prison visits for families include prisoners and staff
8. Referral Agents	N/A	No	No material impact is envisaged to those organisations who signpost to the project
9. Health Service Executive (HSE)	N/A	No	The HSE is expected to benefit as Bedford Row provide groups and individual supports to families of prisoners. The HSE also provide small amounts of funding to Bedford Row

<sup>7</sup>Gathering and analysing information, already available in print or published on the internet.

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10. Funders	2	No	These organisations through their wider roles in the communities support Bedford Row but value generally remains local and not with the funder
<ul style="list-style-type: none"><li>▪ Community Foundation for Ireland</li><li>▪ St. Stephen's Green Trust</li><li>▪ JP McManus Foundation</li><li>▪ Mercy Sisters</li><li>▪ Franciscan Friars</li><li>▪ Limerick Regeneration Agency</li></ul>			

**Table 5 – Bedford Row Family Project Stakeholder Analysis**

There are six identified material stakeholder groups for inclusion in the SROI Analysis and four other stakeholders who are not included as listed below.

It is worth highlighting in more detail the reasons for non-inclusion in these four cases:

- Tutors and Counsellors. As part of the research Gauge Ireland conducted interviews with both tutors and counsellors engaged by Bedford Row. The tutors and counsellors reported that they had an improved understanding of the effects of imprisonment on families and they valued the development of new skills by engagement on the Project. In one case this engagement supported a life change as a result. However, we have not included the impact on the tutors and counsellors in the SROI Analysis as each role is contracted with payment received to deliver both training and counselling session to participants of Bedford Row.
- Referral agencies. An attempt was made to contact all of those agencies that had referred families to Bedford Row. In a number of cases there were benefits from proximity and the on-going relationship with families attending. However it is difficult to demonstrate any wider impact on referral agencies who normally signpost or refer clients to the Project without any further follow-up or engagement within their service.
- Irish Prison Service. It is clear that Irish Prison Service has benefited in a range of ways from the programme, in terms of:
  - Organisational learning and capacity.
  - Access to a unique service offered by the Project at Limerick Prison.
  - Reports on progress and identification of services which could be replicated at other prison sites across Ireland.
  - Trust, and an understanding of the issues facing families of prisoners and the supports necessary to break the cycle and close gaps to ensure the next generation does not face the same future.
  - Inclusion of Limerick prison as the local agent of the Irish Prison Service and the local recipient of Bedford Row engagement and services.

However, we have not included the benefits to the wider Irish Prison Service given that the primary purpose of this SROI analysis is to understand the impact of the Project's work directly on families.

### **Materiality**

Materiality is a key component in shaping an SROI analysis. The rationale for non-inclusion of listed stakeholders has consistently recurring themes around materiality. The stated aspirations around outcomes are similar across many of the state and semi state agencies listed in Table 5. (These include improved mental health and wellbeing, improved self-esteem, improved self-confidence; which all combined will result in a more vibrant citizen).

*However it is the service user who experiences this change rather than the organisation and therefore this outcome will be measured from their perspective in this SROI.*

The Management and Board of Bedford Row Family Project agreed that the value to the Project of the state agencies and referral organisations that were not included would be significantly less than the value to the Project for the service user.

The stakeholder groups who are closest to the front line delivery of Bedford Row Family Project are the key material stakeholders of the initiative. They are all included as all are likely to experience measurable change. Note that in the case of the referral agents, it is the dedicated referrer that is classified as the material stakeholder as opposed to the statutory agency that they work for.

The fact that all stakeholders are not included in the SROI analysis does not, however, mean that the work of Bedford Row is not of value to them. It simply means that the value created for them will not be included in the scope of this SROI analysis.

For example the ripple effect of participants creating change in the broader community serviced by Bedford Row Family Project is not included. Measuring this type of change is difficult, however aspirations around the scope of what can be measured must be combined with the practical considerations of only looking at those changes that can be measured in some way for years 2009 – 2011.

Note: In the conclusions and recommendations, Gauge make some suggestions for measuring the impact of the Project on the broader community in subsequent SROI analysis.

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Stakeholder	Consultation Methods
Families	<p>Focus Group discussion and telephone based attitudinal survey via questionnaire with 25 participants:</p> <ul style="list-style-type: none"> <li>▪ 80% of respondents report Bedford Row as the first organisation they engaged with</li> <li>▪ 95% of families have benefited from group and individual anger management sessions</li> <li>▪ 100% of respondents reported that engagement had delivered a positive impact on their lives including improved coping, built confidence and enhanced self-esteem</li> <li>▪ 85% of respondents report their children have had a positive impact as a result of engaging with Bedford Row</li> <li>▪ 65% of families heard about the Project from family, friend or staff member</li> <li>▪ 100% of respondents reported a negative impact if the Project did not exist</li> <li>▪ 100% of respondents reported staff had skills that match their needs</li> <li>▪ 100% of families stated that Bedford Row had unique aspects when compared to engagement with other organisations</li> </ul>
Extended Families	<p>A Focus Group of 12 Extended Family members impacted by imprisonment identified the following outcomes:</p> <ul style="list-style-type: none"> <li>▪ Improved life experience through reduced levels of anxiety</li> <li>▪ Increased levels of self-confidence and self-esteem.</li> <li>▪ Increased capacity to cope with imprisonment, release, and/or drug addiction</li> <li>▪ Positive impact on family life through enabling open discussion and decision making</li> <li>▪ Empowered to deal with the real challenges which imprisonment create in the family</li> <li>▪ Enhanced skills in dealing with challenges faced in life</li> <li>▪ Positive impact on up to 20 project participants resulting in 18 less people in prison during the period 2009 – 2011</li> </ul>
Bedford Row Family Project	<p>Focus group and interviews attended by 6 Bedford Row Staff and the Board of Directors which included an attitudinal survey via questionnaire. This consultation process identified the following outcomes for the organisation:</p> <ul style="list-style-type: none"> <li>▪ Capacity for engagement with marginalised families through a client centred project</li> <li>▪ Improved understanding of the complex cross family needs driven by imprisonment</li> <li>▪ Environment to develop strong and non-judgemental client relationships</li> <li>▪ Capacity to deliver holistic outcomes for families, ex-prisoner and ex-prisoners needs. E.g. Counselling, Drug &amp; Alcohol Addiction Services, Children’s Supports &amp; Rehabilitated Prisoners, training and one to one supports</li> </ul>

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## Evaluation Report: Bedford Row Family Project

Stakeholder	Consultation Methods
Support Agents	<ul style="list-style-type: none"> <li>▪ Ability to trust enduring based relationships</li> <li>▪ Improved competency to work in outreach locations including homes and prison</li> <li>▪ Trusted and on-going relationships with support groups, state agencies and national and international organisations</li> </ul> <p>Questionnaires and Focus group interviews revealed the following outcomes:</p> <ul style="list-style-type: none"> <li>▪ More efficient and effective caseload management through relationship with Bedford Row</li> <li>▪ Dedicated and safe environment for referral of families of prisoners/ ex-prisoners</li> <li>▪ Improved communication between service providers and the prison service via Bedford Row</li> <li>▪ Reduced pressures on resources and skill base</li> <li>▪ Improves the effectiveness of service for families as it offer a number of services and referral options</li> </ul>
Limerick Prison	<p>Questionnaires and Focus group interviews revealed the following outcomes:</p> <ul style="list-style-type: none"> <li>▪ Create an independent space for engagement</li> <li>▪ Create a space for group support</li> <li>▪ Ensure strong lines of communication between families and Limerick Prison</li> <li>▪ Ensure prison is not a barrier to parent child relationship.</li> <li>▪ Improves relationships in families and offer mediation role (non -court)</li> <li>▪ Offer parallel supports internal and external to prison.</li> <li>▪ Improves the experience for visitors to prison</li> </ul>

**Table 6 - Stakeholder Consultation Methods**



### SECTION FIVE: INPUTS, OUTPUTS & OUTCOMES

The next step in the Social Return on Investment analysis involves compiling the Impact Map (attached with report). The Impact Map represents a graphic illustration of the theory and the practical journey of the change experienced by the stakeholder groups as a result of their engagement with Bedford Row Family Project.

There are five stages involved in this process and they all follow logically.

- Stage 1 of the Impact Map focuses on:
  - *Stakeholder Analysis* including and excluding stakeholders and rationale for each
  - *What change they wanted* from their engagement with Bedford Row
  
- Stages 2 – 4 focuses on:
  - *Inputs* (What stakeholders invested in Bedford Row Family Project over the period of the analysis)
  - *Outputs* (What was delivered by Bedford Row Family Project)
  - *Outcomes* (The impact of Bedford Row Family Project on the stakeholder and the change that they experienced, this includes changes that are positive, negative, intended and unintended)
  
- Stage 5 focuses on:
  - *Sensitivity Analysis*
  - *Discount Factors*
  - *Calculating SROI Ratio*

This section captures all of the data for each of the stakeholder groups that are required to complete Stages 1 and 2 of the Impact Map.

#### 5.1 Bedford Row Family Project Participants

The overall outcomes for participants, which emerged through the consultation, are consistent with the core objectives of Bedford Row Family Project.

The mapping process allows us draft the perceptions of participants regarding what they felt the Project delivered for them from the outset of their engagement compared with the outcomes each participant actually achieved. In a large number of circumstances *'what changed for participants'* were what are commonly known as 'soft' outcomes including improved self-confidence and self-esteem, greater ability to cope and feeling a sense of belonging.

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The theory of change<sup>8</sup> outlined in *Table 7* describes the journey of change for the participant incorporating outcomes around confidence, self-esteem, independence and coping which drive the key overall outcome of improved health and wellbeing.

The input of the participant from the perspective of an SROI analysis is their time, however from the user's perspective it involves much more.

For many, the first major investment was getting over the initial difficulties of building a relationship with a staff member to the extent that they felt comfortable speaking with him/her on a regular basis, including allowing staff access to their homes and confiding in them about their problems. The main outputs for the participant revolve around participation in the assessments of needs and the optional programmes provided by Bedford Row Family Project.

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
1: Engagement with general services	Willingness to engage with the services of Bedford Row	Drop In service including adults and children engaging at Visitors Centre  Training undertaken Engagement with support and counselling  Capacity to engage with other agencies  Reintegration to the community and reduced risk of further imprisonment	Participants felt welcome, part of family, equally engaged and listened to after engaging with the Project
2: Engagement in encounters and programmes that assisted with anger management	Engage fully and truthfully with staff of Bedford Row  Energy and expertise required to embrace the challenge of change	Reduced conflict within the family  Ability to deal with difficult situations calmly  Greater degree of happiness with life	Participants declared a better understanding of others and their situation
3: Confidence, Self-Esteem and Coping	Enhanced initiative and commitment to engage	Attendance at Life Skills Group	Increased ability to cope, greater confidence and

<sup>8</sup> Theory of change can be depicted as a map or journey, linking the activities of the Project, to the short-term, medium-term and long-term outcomes experienced by service users, and other stakeholders.

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## Evaluation Report: Bedford Row Family Project

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
Behaviours	with support services	<p>Uptake of One to One Counselling</p> <p>Engagement with a support network of people coming to terms with imprisonment and its effects</p> <p>Family engagement with outreach service resulting in self-improvement</p> <p>Increase in positive attitude about life and family life</p>	increased levels of self-esteem
4: The Positive impacts for Children	Family time, energy, commitment and enthusiasm	<p>Weekly hours committed to attending children groups, day trips and outreach visits</p> <p>Build positive memories for children</p> <p>Surrogate family environment for children over a 6 -8 year period</p> <p>Break the cycle of imprisonment</p>	<p>Children grow up experiencing the effects of a safe, nurturing, gentle and caring environment</p> <p>Early intervention and diversion</p>
5: Service Environment	Willingness and passion to engage with services	<p>Engaged in a process of transition</p> <p>Experienced a non-judgemental and inclusive service which encouraged change</p> <p>Experienced equality through networking and attendance at classes, group and events</p>	<p>On-going engagement with the service has resulted in improved quality of life and a feeling of equality</p> <p>Inclusive support offered to the whole family and not just one individual</p>
6: Unique experience / Going the extra mile	Eagerness and enthusiasm to engage	Drop In anytime service support by outreach visits	The unique qualities of Bedford Row offer the chance to experience

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## Evaluation Report: Bedford Row Family Project

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
		Help was immediately at hand and provided in family orientated and relaxed environment	normal life as those without imprisonment might
		Thinking outside the box - train ticket/text message/respice services	
		Shared experiences between staff and participants	

**Table 7 – Bedford Row Family Project Family Theory of Change**

### 5.1.1 Definition of Bedford Row Family Project Participants

#### *Family*

- A definition of a 'family' is one or two parents/carers + between 1 and 4-5 children in their care. Under the definition of 'family work' would come one-to-one or group work with one or more members of the family. Note that if the carer is an ex-prisoner then support to him/her is included under family work.

#### *Extended Family*

- A group of relatives, such as those of three generations, who live in close geographic proximity and sometimes under the same roof.

#### *Ex-Prisoner*

- A definition of an 'ex-prisoner' is a man or woman who has been in prison and who is living on his/her own **or** with their family of origin but has enough autonomy to make decisions for him/her. This person would access Bedford Row for support for self not so much his/her family.
- NB: Statistically, if the ex-prisoner has settled into a home and has child-care duties (or shares same) then he/she is included in the family work.

#### *Prisoner*

- Any person who is incarcerated when the support work is being done.

An organisation is deemed to be material in a stakeholder analysis, if not including it would significantly misrepresent the project or activity being analysed.

### 5.2 Extended Families

Bedford Row Family Project has a significant engagement with Extended Families including brothers, sisters, parents, grandparents, nieces and nephews as participants across five main categories:

- Life Skill Groups.
- Family support and crisis intervention.
- Men’s Groups.
- Young Mother’s Group.
- Training and Education.
- On-going support including:
  - One to one counselling
  - Information, Advocacy, Training
  - Group Counselling
  - Community outreach
  - Children groups (4 different age groups)

Bedford Row proposes that the inclusion of the extended family over a significant time period optimises the possibility of effecting enduring change through outcomes and The Theory of Change in the case of Bedford Row Family Project can be characterised through the following outcomes:

- Improved ability to deal with anxiety.
- Improved self-confidence and self-esteem.
- Increased capacity to cope.
- Open discussion and democratic decision making.
- Improved opportunity for empowerment.
- Growth in skills and ability.
- Breaking the link with prison.
- Increased hope for future generations in particular in the areas of:
  - Breaking the cycle of imprisonment.
  - Drug and alcohol addiction.
  - Training, education and employment.

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
1: Levels of Anxiety	Commitment to devote time	Number of hours per week engaged with Bedford Row	Positive impact on personal life and life of family
2: Self-confidence and Self Esteem	Energy, time and understanding of family	Increased levels of engagement with	Real value placed on our life, community and

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## Evaluation Report: Bedford Row Family Project

		extended family members and wider community	relationships
		Improved health and mental wellbeing	
3: Capacity to cope	Strength and sprit of generosity	Greater understanding of imprisonment and addiction	Mindful of the actions of myself and others Conscious of having choices
		Reduced conflict within the family	Ability to make decisions for the family
4: Open discussion and decision making	Participation, listening and togetherness	Ability to speak calmly about imprisonment	Better understanding of others
		Greater degree of happiness with life	Feel in control
			Focused on what's important for the family
5: Empowered	Committed, time and energy	Strength , independence and contribution in the community (support group and work with Bedford Row and others)	Work in a progressive manner to make changes Inform or directly support others to face the issue of imprisonment
		Ability to adapt to change	
		Encourage enthusiasm for life	Patient, optimistic, sincere, respectful, and accepting of others
6: Skills and ability	Attendance, active participation and energy	Challenge the negative perceptions of Imprisonment	Increased composure and strength to interact with others
		Strengthen engagement with other community services	
7: Breaking the link with prison	Energy, commitment and family awareness	Cohesion with the extended family	Positive impact on children's attitude and engagement with family, schools, education and life events
		Number of children engaged	
		Prisoner and ex-prisoner engagement	Improved financial wellbeing

			Innovation in service delivery leading to six fewer people in prison
		Increased participant in school and colleges	
8: Increased hope for future generations	Committed, time energy and vision	Employment rather than imprisonment	Positive attitude to life
		Settled, confident and happy family	Improved ability to handle the challenges encountered in life
		Strong positive memories of childhood	

**Table 7 - Bedford Row Family Project Extended Families Theory of Change**

### 5.3 Bedford Row Family Project – Staff

Work with families and extended families including prisoners and ex-prisoners is influenced by a number of diverse factors. Addressing these factors requires tailored and sustained intervention by a range of agencies. In recognition of the above, Bedford Row Family Project has built relationships and worked closely with a wide range of public, voluntary and community organisations at a local, national and European level. The success of Bedford Row Family Project is in a large part due to its competency in:

- Building positive relationships with the various stakeholders, participant’s communities, funders and support agencies.
- Identifying, developing, nurturing and training staff from within.
- Growing a volunteer base to offer services which enhance the overall service.
- Providing accessible non-judgemental routes to change for families.

Bedford Row has a strong belief in the need to remain innovative and try new ideas which address identified issues arising from the experience of families.

From our research including meetings and interviews with families, staff and stakeholders it is appropriate to say that Bedford Row Family Project listens to the experience of families affected by imprisonment in a non-judgmental and safe environment.

These experiences help with on-going service configuration leading to change for those engaging. This matches the organisations **mission statement** outlined below.

*“Bedford Row Family Project seeks to facilitate the families of prisoners as a group sharing common interests, to identify the needs and issues which are of importance to them, to develop strategies to address those issues and needs, to carry those strategies through to implementation and to monitor and evaluate their progress”.*

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## Evaluation Report: Bedford Row Family Project

The Focus Group Interviews and discussions with Bedford Row Family Project Staff and Board of Directors presented considerable insight into the impact of the Project at a Staff and Management/Board level. The following outcomes were identified:

- Improved capacity for engagement with marginalised and ‘hard to reach’ families using skills gained in a client-centred Project.
- Improved understanding of the complex cross family needs driven by imprisonment.
- Strong, non-judgmental client relationships.
- Capacity to deliver holistic outcomes inclusive of different family members.
- Ability to build enduring trust based relationships.
- Improved competency in performing outreach work.

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
1: Improved Capacity for engagement	Innovative management, staff team, time, voluntary staff, sessional workers and enhanced skills levels	New staff  Current staff able to offer quality service to clients via internal training and lifelong learning opportunities	Increased organisational capacity due to additional staff resources and training
2: Improved understanding of needs	Experience, skills ability and lifelong learning	Transfer of experience, knowledge, know-how between staff team	Staff members with experience of imprisonment offer a unique insight to other team members
3: Non-judgemental and trust based client relationships	Organisational culture and values	Ability to offer a service that while listening, does not judge, is confidential yet open and enduring	Strong family centred organisation with its foundation in non-judgemental and trust based relationships
4: Capacity to deliver holistic outcomes	Staff Team	Transfer of experience, knowledge, know-how between staff team	Organisation is in a better position to offer a holistic service  Staff members have experienced the effects of imprisonment at first hand
5: Ability to build enduring trust based relationships	Staff Team	Pre-release planning with prisoners including steps for reintegration into family life	Organisation is positioned to affect the personal belief systems of those engaging



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What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
6: Competency in outreach work	Staff Team	Services at hospitality centre, in the community, and in homes	Positions the organisation as a first point of contact service for those affected by imprisonment

**Table 8 - Staff Theory of Change**

### 5.4 Support Agents

The goals of Bedford Row Family Project include:

- To continue to provide the information and hospitality centre at Limerick Prison.
- To reach out to the most needy of the focus group in their communities and respond to the particular needs of children.
- To build capacity in the focus group who are committed to working with others.
- To access/establish services which meet the educational needs of the families of prisoners.
- To access/establish services which provide support and counselling to the families of prisoners.
- To establish information, referral and advocacy service to the families of prisoners.

The Project works in collaboration and with a number of organisations to ensure these objectives are achieved. Gauge Ireland sought to measure the extent to which Bedford Row Family Project have been successful in doing this from 2009 – 2011 through engaging with statutory and community organisations whose work includes supporting vulnerable individuals and groups.

Bedford Row positions itself as a service provider which endeavours to generate positive and lasting outcomes for vulnerable families using an inclusive, person centred approach. This approach is used to overcome the myriad of barriers and challenges which occur as a result of imprisonment. The Project works in collaboration with other agencies including NOVAS, Limerick Youth Services, Southill Outreach Ltd, Merchant's Quay, Novas Respite Service and different Addiction Treatment Centres in support of its goals.

Personnel within these agencies reported that the participants with whom they had engaged had benefited from the intervention offered and provided by Bedford Row. This resulted in these organisations having greater amounts of time to focus on their core organisational objectives. They also cited the informal, non-judgemental, person centred approach used by the Project as an example of innovation and good practice.

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## Evaluation Report: Bedford Row Family Project

It was also evident from the consultations that Bedford Row Family Project has built or was in the process of building enduring, formal and informal relationships with both local and national agencies across a range of sectors including education, health, care and housing.

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
1: Provide services to defined client groups	Awareness of and engagement with Bedford Row about two-way referrals	Counselling service attended	Increased amount of time to spend with clients
		Training attended Number of participants not returning to prison Employment of those affect by imprisonment 'In prison' supports	
2: Dedicated service provider	Time spent with families members explaining Bedford Row's role	After-care services to ex-prisoners	Participants have a meaningful engagement which is enduring and results in longer term benefits
		Physical environment provide for the on-going care for clients Number of people with an understanding of prison environment.	
3: Improve communications between service providers and prison service	Time	Bedford Row network of contacts Information sharing on services for clients and support organisations (training)	Fast response time to client's therefore better use of organisational resources
4: Improved use of skilled resources	Ability to plan	Ability to plan for future strategies based on Bedford Row relationship links and networks	Organisation can plan for complementary services
5: Holistic nature of the service	Time	Link between the public sector, community based organisations and families affected by imprisonment	Engagement with children to adults using a combination of approaches and initiatives

**Table 9 – Support Agent Staff Theory of Change**

### 5.5 Limerick Prison

The Irish Prison Service (IPS) is the state agency responsibility for the Prison System in Ireland and this includes Limerick Prison. Limerick Prison is located on Mulgrave Street in the heart of Limerick City and just a 15 minute walk from Bedford Row. The prison houses both male and female prisoners and acts as remand and committal prison with both remand and committal prisoners accommodated together. The operational capacity of the prison is 290 male prisoners and 34 female prisoners.

Services operated at Limerick Prison in conjunction with the Irish Prison Service include:

Limerick Prison - Services to Prisoner	
Drug Treatment	Reintegration
Prison Education Service	Chaplaincy Service
Prisoner Healthcare	Library Services
Psychology Service	The Probation Service
Treatment of Sex Offenders	Work and Vocational Training

**Table 10 - Services to Prisoners**

Bedford Row Family Project operates a hospitality, refreshment and information service at the Visitors Centre in Limerick Prison to families who have a family member in prison. They also provide on-going support to family members, prisoners and ex-prisoners, through a combination of services including group supports and one to counselling and skills build and development. Funding for these services provided by Bedford Row is provided by the Irish Prison Service while also contributing to the Mission and Vision of the IPS.

- **Mission** - Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities.
- **Vision** - A safer community through excellence in a prison service built on respect for human dignity.

This funding helps Limerick Prison and Bedford Row Family Project work together to ensure the needs of prisoners and their families are addressed. Both organisations support the other in achieving better outcomes for prisoners and their families. They seek to generate positive outcomes which will benefit families and communities at a local level over time and will ultimately lead to breaking the cycle of imprisonment. Through consultation with Limerick Prison the following changes were identified:

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## Evaluation Report: Bedford Row Family Project

What has Changed	Inputs	Outputs	Outcomes – How would you describe the change
1: Create an independent space for engagement	Funding via Irish Prison Service	Family Friendly visiting experience with an average of 500 prison visits per year	Easier engagement with Bedford Row made possible for hard to reach families and individuals
2: Create a space for group support	Funding via Irish Prison Service	1092 hours per year of group support for children	Positive impact on children lives including school/education
3: Strong lines of communication between families and Limerick Prison	Communication with families of prisoner via Bedford Row	Consistently respond quickly and efficiently to 1953 visitor questions and requests received at Limerick Prison visitor centre	Reduce anxiety, conflict and blame through information sharing
4: Ensure prison is not a barrier to parent child relationship	Limerick Prison facilitates visits between parents and children which are supported by Bedford Row	Family relationships are maintained and/or strengthened when a parent is in prison	Improved behaviour, health and wellbeing among children and families in general
5: Improves relationships through mediation role	Funding via the Irish Prison Service	Reduced family court intervention	Improved family relationship and understanding of the effects of imprisonment
6: Parallel supports - internal /external to prison	Funding via the Irish Prison Service	Access to prisoner prior to leaving prison	Early engagement leading to onwards progression on leaving prison
7: Improves the prison visiting experience	Relationship with prison management	2500 play materials distributed to children visiting Limerick Prison	Positive experience while on a prison visit

**Table 11 - Limerick Prison Theory of Change**

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## Evaluation Report: Bedford Row Family Project

### SECTION SIX: EVIDENCING OUTCOMES AND GIVING THEM VALUE

#### 6.0 General

*Indicators* are ways of knowing that change has happened. In SROI they are applied to outcomes as these are the measure of the change that we are interested in. In this section we are concerned with clarifying one or more indicators for each of the stakeholder outcomes. Indicators are required to tell us both *whether the outcome has occurred* and *by how much*. Stakeholders are often best positioned to help identify indicators. Hence throughout the consultation programme with all of the stakeholders the consistently recurring question is how do they know that change has happened for them. This section is concerned with, in the following sequence:

- Developing outcomes indicators
- Collecting outcomes data
- Putting a value on the outcome through identification of financial proxies<sup>9</sup>

Financial proxies were selected to represent the social value generated by each of the outcomes for the six stakeholder groups. With the identification of financial proxies, it is possible to assign a social value to each outcome. This is a three-year analysis so there are many examples of outcomes for which at this stage it has not been possible to assign a financial proxy. These have been included nonetheless as they provide a baseline for data collection and evidence gathering in the subsequent years of Bedford Row Family Project. The first table in each of the following sub-sections gives details of the indicators and financial proxies selected. The second table uses the proxy to demonstrate the total social value generated by that outcome throughout the timeframe of the study period.

Throughout this process, due diligence was taken to avoid double counting certain activities which if embedded would significantly over inflate the social value of Bedford Row Family Project. Referencing of the identification of financial proxies is offered in the table templates.

#### 6.1 Families

Outcome Indicator How would you measure it	Source Where did you get the information from	Qty	Financial Proxy	Value (€)	Source
Welcomed as part of a family equally engaged and listened to	Questionnaire and Interview	8661 hours	Family Support Worker per hour	€15.06	HSE -Health Sector Consolidated Salary Scales 2010

<sup>9</sup> Financial proxies are estimates of financial value where it is not possible to know an exact value, such as with social returns and so are critical for accurately estimating Social Return on Investment

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Outcome Indicator How would you measure it	Source Where did you get the information from	Qty	Financial Proxy	Value (€)	Source
Improved understanding of others and their situation	Questionnaire and Interview	60	Mediation per hour	€100	Family Mediation Service
Confidence, self-esteem and coping	Questionnaire and Interview	60	Private sector training rate/ participant	€120	Institute of Training & Development
Improved early intervention and diversion for Children	Questionnaire and Interview	51	Cost state interventions such as early year's education per year	€2,850	Department of Children (Free Pre-School Year, annual higher Capitation grant)
On-going group counselling has resulted in improved quality of life and a feeling of equality	Questionnaire and Interview	20	Group Counselling rate per participant	€120	Cork Counselling Centre

**Table 12 - Establishing Value - Families**

**Notes:**

1. Number of hours Bedford Row provide services per year; 2887 x 3 years.
2. Mediation per hour; 20 participants per year x 3 years = 60 participant x 10 hours per participant.
3. Training in the private sector; 20 participants per year x 3 years year = 60 x 10 hours per participant.
4. Cost of state interventions such as an early years education; 17 children per year x 3 year = 51.
5. Group Counselling per participant; 20 participants x 3 years = 60.

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## Evaluation Report: Bedford Row Family Project

### 6.2 Extended Family

Outcome Indicator How would you measure it	Source Where did you get the information from	Qty	Financial Proxy	Value (€)	Source
Positive impact on personal life and life of the family	Questionnaire and Interview	1200 hrs	Cost of therapy for individual, couples and families(1hr)	€60.00	Family Therapy Association of Ireland
Positive approach leading to rehabilitation in the community	Questionnaire and Interview	18	Cost of a prison place in 2011	€65,359	Irish Penal Reform Trust
Improved financial wellbeing	Questionnaire and Interview	18	Increased income per Week	€149.35	Primary data from interviews
Positive impact on children's attitude and engagement with family, schools, education and life events	Questionnaire and Interview	300	Tutoring	€35.00	Dept. of Education and Skills

**Table 13 - Establishing Value - Extended Families**

**Notes:**

1. Cost of therapy for individual, couples and families per hour; based on 20 hours per year x 20 participants over 3 years.
2. Cost of a prison place per year in 2011; (same cost figure used across 2009 – 2011) 6 participants x 3 years.
3. Difference between working 39 hours on national minimum wage and having been in receipt of employment benefits; (39 x €8.65 v €188.00 per week) x 6 participants over 3 years.
4. Based on 20 children receiving 10 hours tutoring per year over 3 years.

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### 6.3 Bedford Row Family Project Staff

Outcome Indicator How would you measure it	Source Where did you get the information from	Qty	Financial Proxy	Value (€)	Source
Staff members affected by imprisonment offer a unique insight to other team members	Questionnaire and Interview	6	Social Worker (3 years' experience)	€60,291	Healthcare Salary Survey for year 2007
Positions the organisation as a first point of contact service for those affected by imprisonment	Questionnaire and Interview	20	Cost to a state agency of offering a similar service	€43,000 per year	Association of Higher Education Careers Services /GTI Ireland.

**Table 14 - Establishing Value - BRFP Staff Team**

*Notes:*

1. Based on 2 staff members per year, over 3 years, performing the same duties as an experienced social worker.
2. Based on 1 social worker having an average caseload of 20 cases at a cost of €43,000 per year over 3 years (Bedford Row as a first point of contact).

### 6.4 Support Agents

Outcome Indicator How would you measure it	Source Where did you get the information from	Qty	Financial Proxy	Value (€)	Source
Time freed up as a result of Bedford Row relationship/ interaction with IPS and Limerick Prison	Questionnaire and Interview	936	Cost per week of 6 agencies contacting/ liaising with the IPS directly	€14.40	HSE Community Welfare officer. Health Sector Consolidated Salary Scales 2010

**Table 15 - Establishing Value - Support Agents**

*Notes:*

1. Six support agencies making and maintaining direct contact with the Irish Prison Service (spending 1 hr per week over 52 weeks, per year x 3 year).



### 6.5 Limerick Prison

Outcome Indicator	Source	Qty	Financial Proxy	Value €	Source
How would you measure it	Where did you get the information from				
Engagement with Bedford Row by hard to reach families and individuals while on a prison visit	Questionnaire and Interview	75 (over 3 years)	Cost per hour of operating the visitor centre.	€15.78	Bedford Row Family Project 2011 Business Plan/ Financial Records.

**Table 16 - Establishing Value - Limerick Prison**

*Notes:*

1. Visitation to the prison by 25 people per year / 12 times per year (once per month) over 3 years = 900 visits at €15.78 per hour.

### 6.6 Outcome Indicators noted, but not assigned a value

When undertaking an SROI analysis not every outcome indicator is assigned a value. In this analysis the outcome indicators listed below were not assigned a value as they were outside the scope of the evaluation.

They may be considered for any future SROI analysis or be embedded as parameters in an ongoing SROI analysis that may be undertaken by staff.

Stakeholder	Outcome Indicators	Source
Extended Family	Bedford Row placed real value on our life, community and relationships	Questionnaire and Interview
Extended Family	Bedford Row has a positive impact on the family relationship	Questionnaire and Interview
Extended Family	Bedford Row is a strong family centred organisation with its foundation in non-judgemental and trust based relationships	Questionnaire and Interview
Staff	Bedford Row staff have foundation in non-judgemental and trust based relationships	Questionnaire and Interview
Limerick Prison	Early engagement leading to onwards progression on leaving prison	Questionnaire and Interview

**Table 17 Establishing Value - Unassigned**

### SECTION SEVEN: ESTABLISHING IMPACT

#### 7.0 Establishing Impact

This section provides a number of ways of assessing the extent to which the outcomes that have been identified resulted from work done by Bedford Row Family Project. These discount methods provide a way of estimating how much of the outcome would have happened anyway and what proportion of the outcome can be isolated as being added by Bedford Row activities. This is what we mean when we use the term ‘impact’<sup>10</sup>.

Establishing impact is important as it reduces the risk of over claiming and adds significant credibility to the final calculations and analysis. It is only by measuring and accounting for all of these factors that a sense of the impact that Bedford Row Family Project has had over the designated time period, can be established. The discount methods used to establish impact are:

#### Deadweight

Deadweight<sup>11</sup> is a measure of the amount of outcome that would have happened even if Bedford Row Family Project did not exist. Throughout the data collection phase of this SROI analysis, there was a clear focus on gathering information on deadweight. Stakeholders were asked about other services they accessed and the value of these services to them. Overall the level of deadweight is *low* at this stage which reflects the fact that there are no comparable services in the Limerick area and many of the service users fall into the category of what is sometimes referred to as “hard to reach” groups .

#### Attribution

Attribution<sup>12</sup> is an assessment of how much the outcome was caused by the contributions of other organisations or people. Attribution is calculated as a percentage. In respect of Bedford Row Family Project attribution is generally *low* due primarily to the dearth of similar services in the area and the hard to reach nature of the target group.

It will never be possible to get a completely accurate assessment of deadweight and attribution. Nevertheless it is important to factor these into this analysis as it makes Bedford Row Family Project more aware of the real and credible impact which their services are delivering.

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<sup>10</sup> Impact - The difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.

<sup>11</sup> Deadweight - A measure of the amount of outcome that would have happened even if the activity had not taken place.

<sup>12</sup> Attribution - An assessment of how much of the outcome was caused by the contribution of other organisations or people.

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## Evaluation Report: Bedford Row Family Project

Displacement<sup>13</sup> and Drop Off<sup>14</sup> are two other components which need to be considered when measuring impact. Displacement is an assessment of how much of the outcome displaced other outcomes. This does not apply to every SROI. To determine whether displacement was relevant to the Bedford Row Family Project SROI, we analysed one of the outcomes for the participant's improved family situation and sought evidence through the data collection process as to whether an improved family situation for Bedford Row Family Project was displaced from Limerick to a neighbouring area of the region. There was no robust evidence emerging from the consultations with stakeholders to indicate any displacement. As this was an evaluative SROI which focused on the measurement of social value over a 3 year period, drop off was not relevant to the scope.

### 7.1 Families

Outcomes	Deadweight	Attribution	Rationale for Discount	Impact
Description	%	%		%
How would you describe the change	What would have happened anyway	Who else contributed to the change		
Welcomed as part of a family equally engaged and listened to	0%	0%		€130,434.66
Improved understanding of others and their situation	10%	0%	Some likelihood that participants would have accessed mediation elsewhere	€6,000
Confidence, self-esteem & coping	10%	0%	Some likelihood that participants would have accessed personal development training elsewhere	€7,200
Improved early intervention and diversion for Children	10%	0%	Given the present state of this sector service in Limerick family may have engaged	€145,350
On-going group counselling has resulted in improved quality of life and a feeling of equality	0%	0%		€7,200

**Table 18 - Establishing Impact - Families**

<sup>13</sup> Displacement - An assessment of how much of the outcome has displaced other outcomes.

<sup>14</sup> Drop-Off - The deterioration of an outcome over time.

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### 7.2 Extended Families

Outcomes	Deadweight	Attribution	Rationale for Discount	Impact
Description	%	%		%
How would you describe the change	What would have happened anyway	Who else contributed to the change		
Positive impact on personal life and life of the family	0%	0%		€72,000
Positive approach leading to rehabilitation in the community	0%	0%		€1,176,462
Improved financial wellbeing	0%	0%		€139,791.60
Positive impact on children attitude and engagement with family, schools, education and life events	0%	0%		€17,850

Table 19 Establishing Impact - Extended Families

### 7.3 Bedford Row Family Project Staff

Outcomes	Deadweight	Attribution	Rationale for Discount	Impact
Description	%	%		%
How would you describe the change	What would have happened anyway	Who else contributed to the change		
Staff members affected by imprisonment offer a unique insight to other team members	0%	0%		€361,746

Table 20 - Establishing Impact - Staff

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## Evaluation Report: Bedford Row Family Project

### 7.4 Support Agents

Outcomes	Deadweight	Attribution	Rationale for Discount	Impact
Description	%	%		%
How would you describe the change	What would have happened anyway	Who else contributed to the change		
Time freed up as a result of Bedford Row relationship/ interaction with IPS and Limerick Prison	10%	0%	Some likelihood that support agents would have made direct contact with the IPS	€12,130.56

Table 21 - Establishing Impact - Support Agents

### 7.5 Limerick Prison

Outcomes	Deadweight	Attribution	Rationale for Discount	Impact
Description	%	%		%
How would you describe the change	What would have happened anyway	Who else contributed to the change		
Engagement with hard to reach families and individuals while on a prison visit	0%	0%		€14,202

Table 22 - Establishing Impact - Limerick Prison

## SECTION EIGHT: CALCULATION OF SOCIAL RETURN ON INVESTMENT

### 8.0 Calculating Social Return on Investment

<b>Total Present Value</b>	€4,761,761.42
<b>Net Present Value (Present Value minus Investment )</b>	€3,906,762.40
<b>Social Return on Investment € per €</b>	€5.56 per €1.00

Table 23 – SROI Ratio

### SECTION NINE: CONCLUSIONS

In the conclusions (and recommendations below), we discuss the value to be gained from continuing to invest in SROI methodology as the key impact measurement tool for the years ahead. We also make some recommendations about what could be measured to more comprehensively capture the value of Bedford Row in future years.

#### 9.0 Key Stated Outcomes

Prior to the commissioning of this study, Bedford Row Family Project had identified the following key stated outcomes, (also mentioned above), for their service and which this SROI analysis has endeavoured to address. These are repeated below:

- Measure and quantify social and economic outcomes of the projects.
- Record and quantify the views of key stakeholders.
- Understand and value outcomes for participant.
- Put a financial value on social outcomes.
- Understand the investment by and the impact on all stakeholder groups.
- Make recommendations on how Bedford Row can plan to for the future needs of all stakeholder groups.

#### 9.1 Overview of Purpose and Methods

This Evaluation has endeavoured to measure the impact generated by Bedford Row through delivering a family based programme for people affected by imprisonment and in need of a second chance in life.

The analysis has been formulated using the Social Return on Investment (SROI) model. We have focused on the social and resulting economic impacts derived from the work of Bedford Row Family Project. Primary and secondary research suggests that the interventions provided by the Project have social impacts, including a material impact on the positive progression of families, extended families, prisoners and ex-prisoners affected by imprisonment. The Project has four overarching objectives:

- Enhance family supports.
- Build and strengthen family relationships.
- Offers routes to empowerment.
- Reinforce people's ability to establish a sense of safety, identity, belonging and optimism.

The Evaluation was based on research completed using questionnaire, interviews and focus groups. Stakeholders involved in the process included Project participants, local and national agencies and organisations, staff and board members. Secondary research and desk research was completed on the Irish Prison system and other prisoner support agencies.

### 9.2 Cost Effectiveness and Uniqueness of Bedford Row

This study demonstrates that the range of interventions and services offered by Bedford Row Family Project are cost effective. The evaluation focuses on the three year period from 2009 – 2011 and estimates that the Project generated a value of €4,761,761.42 over that 3 year period. The accumulated three year cost of delivering services stands at €855,000 and demonstrates a return of 5.56 times the investment of €855,000 or €5.56 for every €1.00 invested.

SROI analyses often do deliver positive returns beyond pure equity returns i.e. greater than 1. The return delivered by this Project has been arrived at through a clear, consistent and transparent use of financial proxies yet it is difficult to benchmark or make comparisons with other social projects providing similar services.

Bedford Row offers a unique combination of services which are delivered professionally, are person centred, are provided in an atmosphere which is warm and courteous and focuses on the needs of families and extended families affected by imprisonment. The Project is built on trust and belief and asks people to embrace change. These unique capabilities are continually available to participants and help in making improved choices in taking control over their lives.

### 9.3 Direct Savings to the State

The evidence of impact can be revealed by the savings made by the state from reductions in re-offending due to the intervention of Bedford Row. This can be demonstrated by a service which provides non time specific, one to one encouragement and support in a friendly, person centred environment which results in a reduction in the numbers of people returning to prison.

Bedford Row delivers services in the area of family cohesion, social inclusion, health, education and training which have resulted in a change of direction in the lives of many affected by imprisonment. These results are achieved by providing value for money services and outcomes when compared to the initial investment.

Given data collected through primary research completed with prisoner families, extended families, prisoners and ex-prisoners and through reviewing secondary data on prisoner support needs, we find it reasonable to assume that the impact of Bedford Row has been under-valued in this report. Further research is needed to effectively measure the full impact of the Project, including the emerging positive and longer term impacts on the children of prisoners with whom the Project now engages.

### SECTION TEN: RECOMMENDATIONS

#### 10.0 Introduction

Hereunder is a summary of the principal recommendations offered by Gauge which are also contained in the Executive Summary.

Bedford Row has chosen the SROI route for this evaluation. Implementing two of the recommendations would involve continuing this process and building it into the day-to-day work of the Project, in respect of ongoing (real-time) evaluation and action research. Other recommendations are concerned with sharing the unique skill-sets and (by now well established) organisational competencies built up over the years. The development of a formal or informal progression route for those who access the Project over a long time and, perhaps, how this could be linked to a method of assessing the contribution of Bedford Row to the wider community form the remaining recommendations.

#### Recommendation No. 1

##### 10.1 That Bedford Row attend to ongoing collection of evidence coupled with real-time use of SROI to determine of impact on a day-to-day basis.

SROI methodology offers an opportunity for community organisations to be judged on what they achieve for their stakeholders. For Bedford Row to do this it would mean that the Project would frame its work around mechanisms to consistently collect evidence of the impact of services. A comprehensive database of participants, linked to services provided, numbers availing of services and progression over defined durations should all be collected. The database should evolve to incorporate the changing needs of client and the dynamic nature of services provided by the Project. It is important that this information is customised to ensure that it is available for regular SROI analysis. This can be done in conjunction with Gauge and Bedford Row staff. At a practical level this would initially involve including questions relating to outcomes, indicators and value in data collection tools for stakeholders.

#### Recommendation No. 2

##### 10.2 That Bedford Row use SROI as a tool for Action Research to enrich knowledge over the long term

This involves augmenting current methods of data collection to incorporate a research model i.e. directly asking participants about their experience of the service and the impacts it has generated for them or their families.

It is recommended that Bedford Row consider adopting SROI as a tool which would place a *value on change*, and the effects of change for both the organisation and its stakeholder, to place an



economic value on the social value which the Project creates. This would make *accounting for impact* a more straightforward task for staff.

Measurement of impact and translation into financial proxies for a much wider range of outcomes over a longer duration and looking at improvements in health and wellbeing, training or educational attainment and employability of what are now children as a result of interventions by Bedford Row would them be possible. It is essential that the value of *all* engagement and progression are fully measured.

All data can be included within a database management system.

In addition to existing financial proxies developed by Gauge there still remains some work to be done around determining future quantities for progression of children through to adulthood.

### **Recommendation No. 3**

#### **10.3 Consider how Bedford Row would share organisational competencies and skills built up over many years.**

This three year analysis has endeavoured to assign robust financial proxies through comprehensive consultation with all stakeholder groups. However it is the view of the authors that there remains additional impact to be valued especially for Bedford Row in terms of unique organisational competencies, and its knowledge and skill in developing and offering services to families affected by imprisonment.

It is recommended that the Project work to share this learning in Ireland and across Europe. A potential route to move this forward includes sourcing EU funding to develop innovative programmes which will share learning and develop tools which could be used by similar organisations and their clients.

### **Recommendation No. 4**

#### **10.4 Develop new and enhance existing informal progression routes for families/individuals in long term engagement.**

Many participants spoke about Bedford Row as if it were an extension of the family environment; a place that they could visit often and return frequently if they experienced challenges in their lives. The welcome is always warm and there is time made to ease the burden. Whilst this is a real affirmation of the hard work and effort by the staff team, it is probably not sustainable in the long-term.

It should be noted that there are challenges related to creating a dependency culture amongst participants as well as how such supports might be financially supported over the longer term.

It is recommended that the Project estimate appropriated and individual timeframes over which services can be offered as well as a progression route which offers people a series of steps toward a better life and these steps should be noted when measuring outcomes. As people approach the end of their assigned time with the Project, on-going support options that could be explored. This might be achieved by establishing a peer mentor scheme where volunteers could be trained to offer faded supports. A support guide or manual could also be developed and published for use by the participant and the mentor. This would free up the staff team and finance to work in developing new supports for children while providing continuity for past participants.

### **Recommendation No. 5**


#### **10.5 Develop a tool to assess the contribution that Bedford Row Family Project makes to the wider community of families affected by imprisonment.**

Future SROI analysis and embedding should look at the local community as a stakeholder group and the impact that Bedford Row is delivering in terms of building community cohesion and social capital. There is a lot of work going on throughout Limerick in the areas of youth development and social and economic regeneration which could be attributed to some extent to the Project.

Central to the work of measuring impact for the local community will be addressing the value of the repository of local information and knowledge that is disseminated by the Project to participants. Gauge recognises that measuring impact on the community is complex and that good frameworks for doing so are few and far between. However we also know that one of the best ways to understand what difference an organisation makes to a community is to ask those in the community. This is comparable, to the SROI principle of asking different stakeholders groups what value an organisation creates for them. From this engagement, Bedford Row could identify some appropriate benchmark of community change to track over time.

### APPENDICES

#### SROI Impact Map – Bedford Row Family Project

			
<b>GAUGE Spreadsheet for Social Return on Investment Analysis.</b>			
The columns in yellow have hidden formulas contained to help with your calculation			
Please do not overwrite			
<b>Organisation Name:</b> Bedford Row Family Project		<b>Timescale for Analysis:</b> July 2009 to July 2012	
<b>Project Area of Analysis:</b> Bedford Row Family Project		<b>Evaluative (Retrospective) or Forecast (Future):</b> Evaluative	
<b>Report Author</b> Gauge Ireland		<b>Client Contact Names (SROI Champion):</b> Larry DeCleur	
<b>Funder(s):</b> Irish Prison Service / Limerick Prison Service / HSE		<b>Date:</b> 20-Dec-12	

# Gauge Ireland

## Evaluation Report: Bedford Row Family Project

Social Return on Investment - Impact Map													
Organisation	Bedford Row Family Project							Name	Gauge Ireland				
Objectives	Social Return on Investment Evaluation							Date	2Q12/2012				
Scope	Activity	All Bedford Row Activities				Objective of activity	Show social value		Time period		01/12/2009 to 01/07/2012		
	Contract/Funding/Part of organisation	Irish Prison Service/Limerick Prison Service/HSE				Purpose of analysis	Demonstrate impacts		Forecast or Evaluation		Evaluation		
Stage 1			Stage 2				Stage 3						
Stakeholders	Intended/unintended changes	Inputs		Outputs	The outcomes	The outcomes (what changes)							
Who do we have an effect on? Who has an effect on us?	What do you think will change for them? What do they invest?	Description	Value €	Summary of activity (quantity)	Description	Indicator	Source	Quantity	Duration	Financial proxy	Value €	Source	
Families	Levels of Engagement	energy & commitment		Hrs of engagement with Bedford Row	Bedford Row staff welcomed the families, treated them with respect & equality which led to full engagement by the families	The extent to which families engaged with Bedford Row	questionnaire and interviews	2887	3 years	Cost per hour of Family Support Worker	€95.06	HSE Sector Consolidated Salary Scales 2010	
	Improved Understanding of others & their situation	energy & commitment		Families reporting improved understanding of others & their situation	Families developed a greater understanding of others and became more sensitive to their situation	The extent to which families understood each other better	questionnaire and interviews	20	3 years	Hourly rate for family mediation	€100.00	Family Mediation Service	
	Improved confidence, self esteem & coping	energy & commitment	€0	Families reporting improved confidence & self esteem	As a result of full engagement with Bedford Row, the families reported improved levels of confidence & self esteem	The extent to which families were more confident and felt better about their lives	questionnaires	20	3 years	cost of equivalent training in the private sector	€120.00	Institute of Training & Development	
	Improved early intervention & diversion for children	energy & commitment		Number of improved early interventions & diversions for children	Families engaging positively with Bedford Row resulted in improved early intervention for children	Families report improved early intervention for their children	questionnaire & interviews	17	3 years	Cost of an equivalent state early intervention	€2,600.00	Re School Year Annual Higher Capitation Grant	
	Improved quality of life & feeling of equality	energy & commitment		Number of families reporting improved quality of life	Regular group counselling has resulted in improved quality of life and feeling of equality	Numbers reporting improved quality of life	questionnaire and interviews	20	3 years	Cost of Group Counselling per participant	€120.00	Out Counselling S	
Extended Families	Positive impact on personal life and life of the family	energy & commitment		Numbers reporting improved family life	Bedford Row has delivered a stronger family dynamic based on trust & equality	Numbers reporting a stronger family dynamic & improved family life	questionnaire & interviews	400	3 years	Cost of therapy for individuals, couples & families	€90.00	Family Therapy As	
	Positive approach leading to rehabilitation in the community	energy & commitment	€0	Numbers reporting rehabilitation and avoiding prison	Bedford Row services have kept generations of the same family out of prison	Numbers reporting rehabilitation	questionnaire & interviews	6	3 years	Cost of prison place for 1 year	€5,350.00	Irish Penal Reform	
	Improved financial well being	energy & commitment		Improved well being leading to employment opportunities	The improved confidence & self esteem has enabled extended family members to gain employment	The extent to which families are financially better off as a result of engaging with Bedford	questionnaire & interviews	6	3 years	Increased income	148.35 per	Primary Data from	
	Positive impact on children's engagement with family, school and civic life	energy & commitment		Number of children progressing & achieving in education	Early intervention from Bedford Row has resulted in children remaining in education	Numbers of children remaining in education	questionnaire & interviews	200	3 years	Cost of Tutoring	€35.00	Dept. of Education	
Bedford Row Staff	Enhanced experience & expertise among the staff	energy & commitment	€0.00	Number of Senior Staff with experience of imprisonment issues	Staff members with experience of imprisonment provide a unique insight to other staff	Extent to which Bedford Row staff engage directly with imprisonment issues	questionnaire and interviews	2	3 years	Senior Social Worker Salary	60,291.00	Healthcare Salary Survey 2007	
	Bedford Row is increasingly recognised among families as their first point of contact	energy & commitment		Number of first point of contact interventions	Bedford Row is recognised by community, voluntary & statutory agencies in Limerick as the first point of contact for family prisoner issues	Staff time & expertise	questionnaire and interviews	20	3 years	Cost of a state agency offering a similar service	43,000.00	Association of Higher Education Careers Services in Ireland	
Social Return on Investment - Impact Map (continued from previous page)													
Stage 1			Stage 2				Stage 3						
Stakeholders	Intended/unintended changes	Inputs		Outputs	The outcomes	The outcomes (what changes)							
Who do we have an effect on? Who has an effect on us?	What do you think will change for them? What do they invest?	Description	Value €	Summary of activity (quantity)	Description	Indicator	Source	Quantity	Duration	Financial proxy	Value €	Source	
Support Agencies	More effective signposting for prisoner family issues	Time & Resources	€0.00	Number of referrals to Bedford Row from community agencies	Community agencies can confidently refer prison and family issues to Bedford Row	Time freed up as a result of referring efficiently to Bedford Row	questionnaire and interviews	312	3 years	Cost per week of 6 agencies liaising with PS directly	14.4	HSE Community Welfare Officer Consolidated Salary Scales 2010	
Limerick Prison	More effective & controlled prison visits	Staff time	€0.00	Time spent engaging with Bedford Row	Through working with Bedford Row, Limerick Prison can provide a more effective visitor experience	Engagement with BFFP by hard to reach families while on a prison visit	questionnaire and interviews	300	3 years	Cost per hr of operating the Visitor Centre	€35.78	Bedford Row	
Funders: Irish Prison Service, Limerick Prison & HSE	More effective Prison Management	Time & Resources	€95,000.00	Already measured through Limerick Prison					3 years				
	Improved Value for Money	Time & Resources	€95,000.00	Already measured through Bedford Row					3 years				
	Improved Health & Well Being of families & prisoners	Time & Resources	€95,000.00	Already measured through families					3 years				
<b>Total</b>			<b>€285,000.00</b>						<b>3 years</b>				

# Gauge Ireland

## Evaluation Report: Bedford Row Family Project

Social Return on Investment - Impact Map (continued from previous page)										
Stage 1 duplicate		Stage 2 duplicate		Stage 4			Stage 5			
Stakeholders	The outcomes	Deadweight	Attribution	Drop Off	Impact	Calculating Social Return				
Who do we have an effect on? Who has an effect on us?	Description	%	%	%	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate (%)	4.00%			
	How would you describe the change?	What would have happened without the activity?	Who else contributed to the change?	Does the outcome drop off in future years?			Over 3 Years	per year		
Families	Welcomed as part of a family equally engaged & listened to	0%	0%	0%	€130,434.00					
	Improved understanding of others & their situation	10%	0%	0%	€54,000.00	Total Present Value	€4,761,761.42	€1,587,253.81		
	Improved confidence & coping skills	10%	0%	0%	€34,800.00					
	Improved early intervention & diversion for children	10%	0%	0%	€130,815.00	Net Present Value:	€3,906,762.40	€1,302,254.13		
	Improved quality of life through group counselling	0%	0%	0%	€7,200.00	Social Return € per €		€5.56 per €1		
Extended Families	Positive impact on personal & family life	0%	0%	0%	€72,000.00					
	Positive Approach leading to rehabilitation in the community	0%	0%	0%	€1,170,791.00					
	Improved financial well being	0%	0%	0%	€139,791.00					
Bedford Row Family Project	Positive impact on children's attitude & engagement with family, education & civic life	0%	0%	0%	€17,850.00					
	Staff members offer a unique insight to other staff members Bedford Row is the first point of contact for prison issues and hence have a high volume caseload	0%	0%	0%	€301,740.00					
Support Agents	Time freed up as a result of BRFIP interaction with IRS & Limerick Prison	0%	0%	0%	€2,590,000.00					
	Engagement with BRFIP with hard to reach families while on a prison visit	10%	0%	0%	€2,130.50					
Limerick Prison					€14,202.00					
<b>Total</b>					€4,701,701.42					