

Our Place

Introduction to logic models

Introduction

The Our Place programme aims to give communities more power over local services and budgets in their neighbourhoods, aligning these with all the other resources that communities can bring.

Through Our Place, the government is encouraging communities to develop innovative new ways of delivering local services and grants have been made available to help communities to develop their plans. However, before these plans can become reality it will be necessary for communities to demonstrate that their proposals are based on clear analysis of what is wrong at present and how this can be changed, and how the effectiveness of their proposals will be monitored once they have been implemented. This is where a **logic model** can help.

All partnerships who have been given funding to develop their Our Place operational plan are required to include a logic model as part of their plan. The deadline for submitting a logic model is 24 July 2015. In June 2015 the Our Place team will be running a series of webinars which will explain the logic model concept and walk participants through the completion of a logic model. This guide can be read alongside webinar participation. Alternatively, if you are unable to participate in a webinar this guide will provide the information you need to complete a logic model.

What is a logic model?

Fundamentally a logic model is about:

1. Showing what is wrong
2. Explaining the steps that will be taken to correct this
3. Describing the outcome if these steps are successful.

logic models are used by public agencies, private companies and 3rd sector organisations as part of business planning and delivery, acting as a systematic and visual way of demonstrating the thinking that underpins a programme and policy.

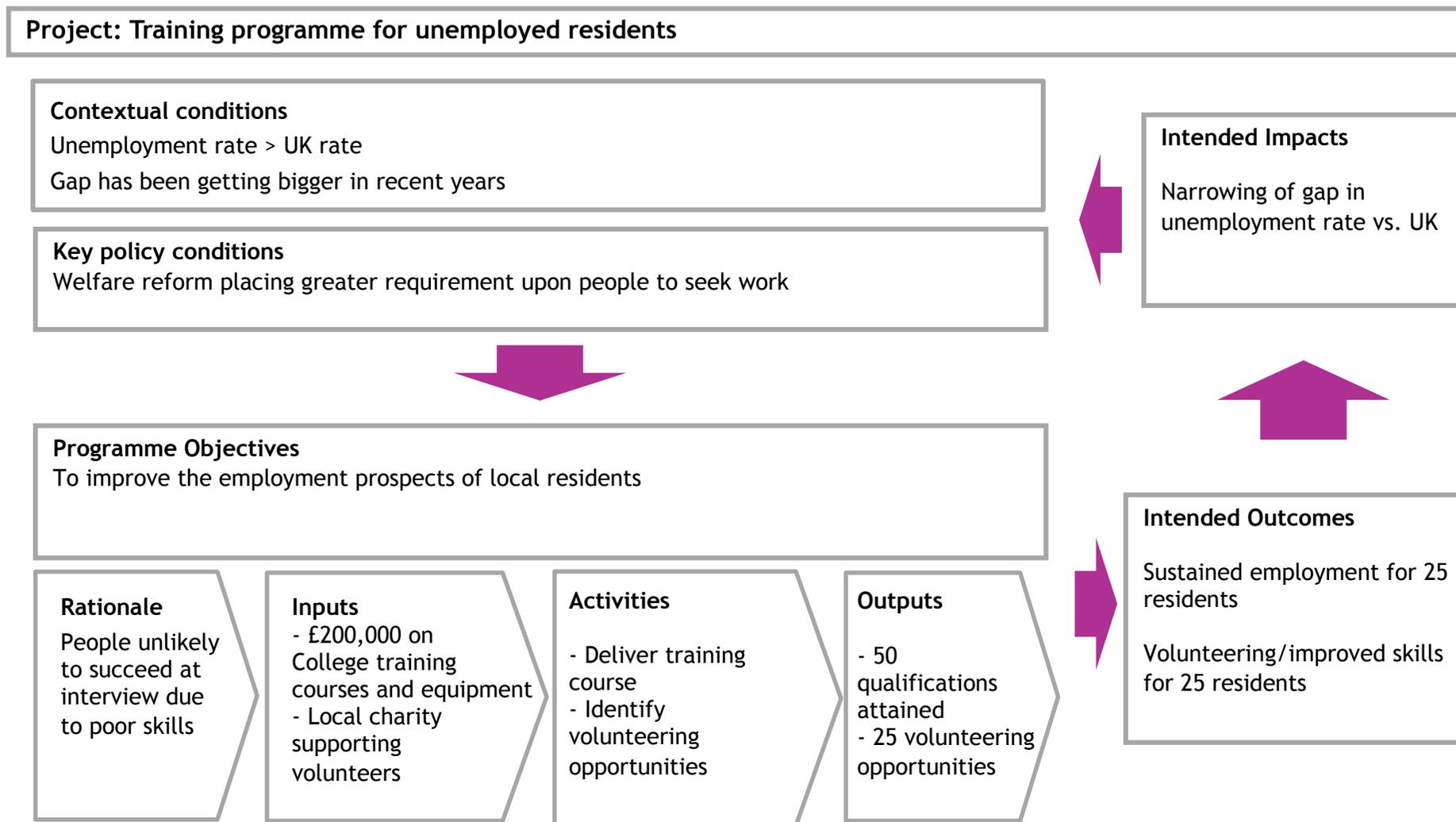
There are many different ways to depict a logic model (see the further information section for links to the various depictions).

Some logic models are circular such as the one adopted by the Our Place programme (see the appendix for a blank version), some are linear, but all basically include the same information set out in the same order.

In the next section we describe the different parts of the Our Place logic model in more detail. These parts are sequenced to describe a virtuous circle. The logic model begins with the *context* that a programme is operating in, identifying issues of poor performance and the policies and strategies that address this poor performance and shape responses to it. The logic model then details the high level *objectives* around tackling this poor performance, the *funding and resources* that will be needed, how these resources will be used to deliver specific, suitably designed *activities*, and the numbers who will benefit from these activities. The penultimate section of the logic model lists the *outcomes* residents, clients, the community etc. will experience once the activities have completed. The final section of the logic model identifies the population level *impact* measures that will change as a result of these outcomes, thereby removing the contextual factors that made the programme necessary in the first place.

On the next page we illustrate the concept of a logic model with reference to a (highly simplified) training programme for unemployed residents.

Figure 1: A basic logic model of a training programme for unemployed residents



The different parts of the Our Place logic model

Conditions

This part of your logic model should give readers who are unaware of your local area a quick understanding of the challenges your local area faces, the policies that already exist to tackle these challenges and what needs to happen for these challenges to be overcome. In detail, the section should:

- Provide **evidence** of issues within the local area - examples would be data on local unemployment rates or rates of ill health - showing how this issue is worse/more pressing than in other areas, how it might be getting worse over time etc.
- Summarise the local and national **policies** that are influencing how local areas think and respond to the issue - for example, is the Localism Bill a key part of your case for greater local involvement in service delivery, what are the relevant strategic aims of your local council or NHS organisation?
- Explain how these challenges can be overcome - do local residents and service providers need to adopt a new attitude towards the role of the public sector? Do people need to be better informed about services?

Detail of your proposal

These parts of your logic model should detail the 'nuts and bolts' of your Our Place proposal, telling people what resources you have, what you will be doing with these resources, for how many people etc. The section should:

- Set out the high level **objectives** of your Our Place programme - these will be a distillation of the outcomes (see next box) you are hoping to achieve for your residents plus perhaps some process improvements amongst the partners.
- **Rationale** - why have you designed the delivery of your Our Place programme as you have? Why will the problem not go away if things are left as they are? To illustrate, an Our Place proposal may involve combining several services in one building so that residents find it easier and quicker to access the range of services they need. Alternatively, you may set up a website to enable people to shape the design of local services because your research has found that people are currently unaware of how they can influence service design and would like an online solution.
- **Inputs** - in this box you should list the funding, staffing and equipment/facilities you have available to you to deliver your Our Place programme. Include the funds, staff and equipment of all agencies within

your partnership and don't forget to list in-kind support (e.g. volunteer time)

- **Activities** - tell the reader what you will be doing with these inputs. Will you be running events or arranging training days, will you set up a website etc.?
- **Outputs** - the measurable or quantifiable results of your proposal, expressed in terms of the goods and services produced in the short-term as a consequence of your activities. For example, a proposal may involve buying 50 places on a training course, or recruiting 10 volunteers, or holding 3 community events.

Intended Outcomes

If your Our Place proposal is a success then residents and organisations are going to be attending events and courses, accessing new sources of information, receiving advice on various topics etc. but what is going to be the wider, medium and longer-term consequences of these activities and outputs? You need to list these consequences in your outcomes box. Examples of outcomes would be:

- Improvements in residents' long-term health
- Young people entering sustained employment
- Closer working between different public agencies and the voluntary sector
- More people volunteering
- People feeling they have a greater say in local service delivery.

Intended Impacts

If the consequences you have identified in your Outcomes box do materialise then you should be having a positive impact upon the wider contextual factors/issues that you identified at the start of your logic model. To give an example, an Our Place programme generates 50 apprenticeships (e.g. outputs) with local businesses. The outcome of this is 40 young people entering sustained employment. The impact is a reduction in the local youth unemployment rate. There will have been other factors that have influenced the local youth unemployment rate but the Our Place programme will have played a role. Other examples of impacts would be:

- Lower local hospital admission rates
- Increased local volunteering rate
- Higher %age of people who say they feel connected to their neighbours.

Understanding the difference between Outcomes and Impacts

People often struggle to understand the difference between an outcome and an impact. This is because the terms are sometimes used interchangeably and are often provided without an accompanying definition. For your Our Place logic model it may be easiest to **think of outcomes as the things you will be measuring** (i.e. changes for your residents or organisations) and **impacts as the things other people will be measuring** (i.e. changes in headline statistics that local authorities or health agencies may record). Also, impacts should link back to the contextual evidence you presented in your first logic model box.

Tips for producing a good logic model

There is no single way of completing a logic model but **many people prefer to complete a logic model backwards**, starting with the impacts they hope to deliver, then stating which outcomes they need to deliver for residents/agencies to realise these impacts, then identifying how many will achieve these outcomes, through the delivery of what activities, which will be delivered using the following inputs and so on and so on.

Partnerships are encouraged to see the production of their logic model as a **group exercise**. By involving as many people as possible from as wide a range of organisations and groups as possible, you will get the maximum number of views on what exactly your proposal involves and what it is seeking to achieve. Staff from one organisation may understand how the proposal will affect the issues they encounter on a daily basis but they may be less aware of how the proposal will affect wider issues within the community. Having as many people as possible round the table when completing your logic model will also help you to understand the full picture of how many organisations and individuals will be giving time and resource to support the proposal.

A good logic model should **include as many numbers and figures as possible**. Having these in place will help you to understand and demonstrate the scale of the issues your proposal is seeking to tackle; it will help you to judge whether you have enough staff and funding to deliver your proposal or whether you need to take a more targeted approach; and it will give you targets against which to measure your future delivery. **Think what would happen if these numbers went up or down**. Do you have a Plan B in place to support more people, seek alternative funding, or change focus?

Once you have a draft of your logic model **test it with your peers**. Ask them whether what you are proposing is plausible. Is it clear to them that there is a problem that needs addressing? Do they understand how the way you will deliver your proposal will lead to the outcomes you are targeting? Sharing the logic model should also help you to identify the other complexities and relationships that may have a bearing both on the current situation and what you hope to achieve; following this identification you may decide to alter your plans.

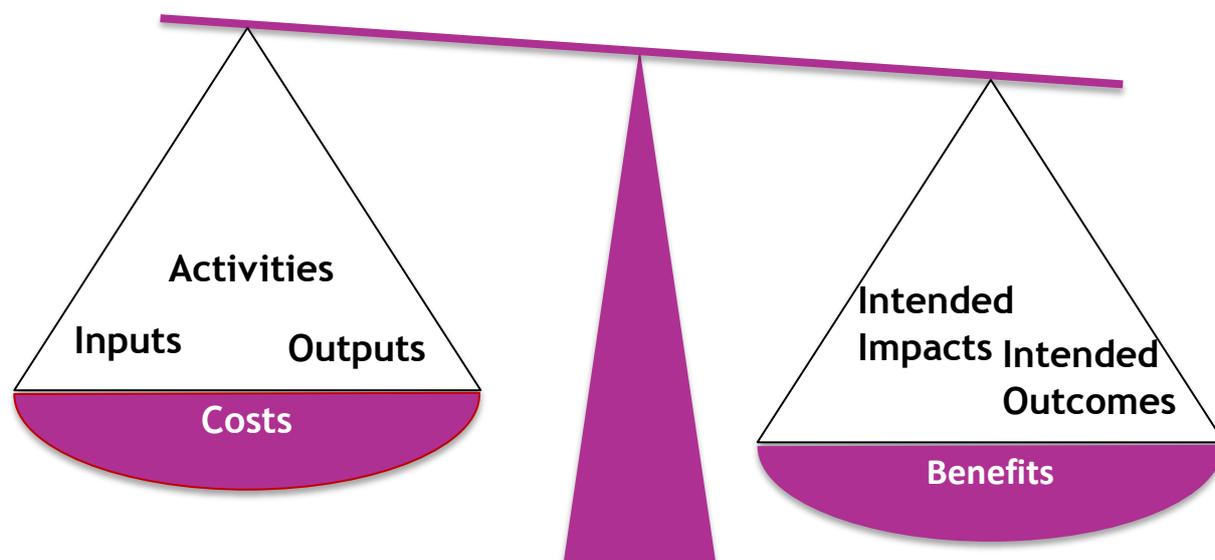
Use your completed logic model to **begin the process of planning how you will monitor your performance**. Will your systems be able to record the numbers of outputs and outcomes you deliver? What are the key pieces of data that you will need to monitor outcomes and where can you get this data? Do you need to design resident surveys or draw up a list of stakeholders to speak to about your work?

How a logic model can help with cost benefit analysis?

It is the intention that some but not all Our Place partnerships will be asked to undertake cost benefit analysis (CBA) of their proposal and to include this additional analysis in their Operational Plan. Developing a good logic model will provide these partnerships with an advantage when it comes to undertaking cost benefit analysis.

In simple terms, cost benefit analysis involves weighing the total cost of a proposal against the total value of the benefits that the proposal will deliver. If the value of the benefits outweighs the cost then there is a financial and economic case for undertaking that proposal. A good logic model will give partnerships the basis for quantifying their costs and benefits.

Figure 2: How a logic model can help with cost benefit analysis



The sections of the logic model which relate to *inputs*, *activities* and *outputs* fall on the costs side of the cost benefit equation. From the *inputs* box partnerships may have detail on exactly how much budget each agency will be investing in the proposal. In some cases *inputs* will not be expressed in monetary terms - for instance, 5 volunteers - in such cases it should be possible to use the *activities* box to work out how much of that input will be required, followed by a further step of working out the unit cost of that input per hour/week/year etc. Alternatively, a proposal may have specific *output* targets - for instance, run 10 community events - which again can be costed fairly easily.

The sections of the logic model which relate to *impacts* and *outcomes* fall on the benefits side of the cost benefit equation. It is possible to put a monetary value on *outcomes* and *impacts* such as one fewer visit to the GP, one fewer police call out, or one resident moving from out of work benefits to employment. There are databases and models which can do this 'monetisation' for you. Our Place staff and relationship managers will be supporting partnerships to do this via 1-2-1 advice and group training days in the autumn.

Sources of further information

- Your Our Place Relationship Manager
- Evaluation Support Scotland have produced a guide to logic models which is available [here](#)

- The [Better Evaluation site](#) gives links to other ways of presenting logic models
- The Pell Institute has produced [guides](#) to developing and using logic models
- The Government's [Magenta Book](#) provides guidance on project design and evaluation
- Supplements to the Government's [Green Book](#) can help you to consider different ways of delivering programmes.

Project:

Conditions *Local context / Policy context / What needs to be in place for change to occur?*

Intended impacts *What is the change you want to see?*

Programme objectives *High level summary of intended outcomes*

Intended outcomes *What are you trying to achieve?*

Rationale *Evidence and assumptions linking outputs to outcomes and impacts*

Inputs *What resources do you have?*

Activities *What will the partnership do?*

Outputs *What will the partnership provide?*

