

Worker Guide

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Independence Star[™]

The Outcomes Star for the armed forces community



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Triangle Consulting Social Enterprise Ltd The Dock Hub Wilbury Villas Hove BN3 6AH United Kingdom

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Authors

Sara Burns and Joy MacKeith Triangle Consulting Social Enterprise Ltd www.outcomesstar.org.uk

Designed and edited by Jellymould Creative www.jellymouldcreative.com

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Please contact info@triangleconsulting.co.uk to enquire about buying a licence and training.

Licences are also available for those wishing to translate the document into other languages.

The Outcomes Star™

This Star is part of a family of Outcomes Star tools. Each tool includes a Star Chart, User Guide or Quiz and guidance on implementation and some have visual and other resources. For other versions of the Outcomes Star, good practice and further information see **www.outcomesstar.org.uk**.

Acknowledgements

Many people have contributed to the development of the Outcomes Star over its long evolution and we would like to thank all the clients, workers, managers, funders, academics and commissioners who have generously given their time and expertise.

The original commission for an outcome measurement system came from St Mungo's, with financial support from the London Housing Foundation, and Triangle recognises their vital roles in the development of the Outcomes Star. We would also like to acknowledge Kate Graham's important contribution to the development of the suite of Stars, both as a founding partner of Triangle and as co-author of the original Outcomes Star (now called the Outcomes Star for Homelessness).

We would particularly like to thank the following people and organisations for their contribution to this version of the Star:

- The Officers' Association for having the vision to initiate the Independence Star and for collaborating with Triangle on its development
- Their staff and Honorary Representatives for working with us to pilot and refine this version
- Help for Heroes who gave valuable further input.

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Introduction

The Independence Star is a tool for people receiving support from armed forces organisations to improve their quality of life. It is a version of the Outcomes Star, a suite of tools for supporting and measuring change when working with people.

About this guide

This guide gives guidance to workers, volunteers and others who will be using the Star. It also contains the detailed scales for the Independence Star.



The Journey of Change

Change does not happen in one go – it is a journey, and it can help to understand the steps along the way. All but one of the Independence Star scales are underpinned by a model of change that has five stages:

1. Cause for concern (red)

At the start there is **cause for concern** in one or more areas covered by the Star. Although the person may have asked for some kinds of assistance, perhaps they find it hard to manage in other ways and/or their situation could put them or their family at risk. They don't have help or don't accept it, or they insist everything is OK.

2. Accepting help (orange)

The first step forward happens when they start **accepting help**. The situation may be as difficult as at 1, but at this stage they are accepting financial or other support. However, they are not doing much to improve things for themselves yet.

3. Believing and trying (yellow)

The next stage is when they **believe** things can be better and start **trying** to make changes for themselves, perhaps alongside financial support. They begin to take the initiative to do things differently themselves, but find this a difficult stage, so they may give up easily without support.

4. Finding what works (green)

The next stage is when they are **finding what works** to improve their quality of life and become as independent as possible, though some things still need to be improved. Perhaps they need help with a modest purchase, an ongoing maintenance grant, or support to stay on track.

5. Managing well (blue)

The end of the Independence Star Journey of Change is when the person is **managing well**. They are as independent as possible while maintaining their dignity, safety and quality of life and they have the support they need to maintain that. By this stage they no longer need the additional support of an armed services charity or service.

The only exception to this Journey of Change is the Housing scale, which is based on the severity of any housing problems the person may have. At the beginning of this scale the difficulties may be more severe than an armed forces charity or support service can address, so the task is to connect people with the appropriate social, health, family or other support to address the cause for concern.

Not everyone will start at the beginning in each area, and the top of the scale may not be the end of the journey – things change and there may be ways to improve things further. However, at 5 you can be confident that for now service users have what is needed to be as independent as possible.

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Independence Star[™] resources

- 1. The Independence Star Chart, Notes and Action Plan
- 2. The Independence Star Scales
- 3. This Worker Guide
- 4. An Implementation Guide, for those in a management role
- 5. A web application for online completion at **www.staronline.org.uk**
- 6. Further information at the Outcomes Star website: www.outcomesstar.org.uk.

The Independence Star was developed by Triangle Consulting Social Enterprise with the Officers' Association, through a process involving volunteer honorary representatives, managers and beneficiaries of support. Further input was given by Help for Heroes.

Before using the Independence Star, all workers need training from Triangle or a licensed trainer.

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Part 1: Using the **Independence Star**[™]

Using the Star is meant to be a helpful process that stimulates and focuses discussion and provides a useful basis for agreeing what support is needed. This guidance is designed to supplement training and to help you use the Independence Star well, so that it is a positive experience for both worker and service user.

The Star is a flexible tool that relies on the judgement of the workers or volunteers using it, as well as on a degree of understanding and trust between worker and service user. It should never be used in a way that undermines that relationship.

The Star is designed to be accessible and engaging on a one-to-one basis. How long it takes to complete will vary - the aim is to have a rmation only genuine interaction with the service user.

How the Independence Star[™] can help:

- Engaging the service user the Star provides a clear focus for conversation and its visual aspect can help to draw people in
- Demonstrating and reinforcing progress seeing the change set out in a visual way can be encouraging both to service users and to workers or volunteers
- Identifying what is needed the Journey of Change helps to break change down into small, manageable steps
- Creating a more holistic approach the Star requires conversations about many aspects of life and can help raise issues that might otherwise be missed
- Making support more systematic and consistent the Star creates a consistent framework for support.

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Using the Star has led to a fundamental change in casework. We now look at the client holistically. This was difficult for workers at first but the result has been verv positive.

Manager, Single Homeless Project



1 Before you use the Independence Star[™]

It is essential that all those using the Independence Star receive training. This will help provide the essential knowledge and skills you need before you use the Star, including:

- A good understanding of the Journey of Change underlying the scales **cause for concern, accepting** help, believing and trying, finding what works, managing well
- Familiarity with the six scales, so that you can unpack and rephrase them if someone is having trouble understanding them
- Familiarity with the steps for service users and the detailed scale-name descriptions. Practise using the scales by thinking of one or two people that you have worked with and consider where you would place them on each scale
- Knowing how the Star is used in your organisation, including:
 - When it is first completed with new service users
 - How often it is reviewed
 - What happens to the completed Star Chart and its associated data
 - What to do if you need help with any aspect of using the Star
 - Familiarity with the Star Online, if your organisation is using it
 - How the Star fits with any other tools used in your organisation
- Knowing how to introduce the Star to the people you support see the next page for some options.

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2 How to introduce the Independence Star[™] to service users

How the Star is introduced is important in encouraging someone to engage and can be done in a number of ways:

- By devising a short script to introduce the Star in a way that feels natural to you and clear for those you are working with
- By showing them the Star and possibly also a completed Star with two readings showing change
- By giving people a copy of the short, illustrated scales.

When introducing the Star it is important to:

- Explain that it is a tool to help service users and stress the benefits of the process for them
- Explain that 5 is the top of the Star scales but not the end of the journey and that things can continue to improve after this stage
- formation • Be clear that it isn't about getting a score but about building up a picture of how things are for them at the moment.

Some suggested phrases for introducing the Star include:

"This is about hearing your voice and what you think about your life so that together we can work out what support you need."

"We are here to help you make the most of the opportunities and support available for you, so that you can enjoy life, achieve what you want to achieve and do what interests you."

"It shows us where you are now and where you want to be in the future."

"The Star tells us what you need in key areas in order to improve where you are now, and it helps you and the service to make that improvement."

You may want to explain that as well as supporting the service user's progress, the Star is also necessary to help the service learn what it is doing well and what it isn't doing so well. However, it's best not to mention terms like "monitor", "measure" or "data analysis". use this tool? 11 10

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It's about empowering the client – we help them to interpret and to articulate where they are in life and what they need to do.

Honorary representative, **Officers'** Association

3 Discussing and completing the Independence Star[™] with service users

The Star is a flexible tool that workers can use in a way that responds to the needs and abilities of each service user, as well as to workers' own experience and skills. Some service users will want to approach the tool cognitively, reading it through and discussing their life in terms of the scales. Others might focus more on the visual aspects of the Star.

The aim is to complete the Star collaboratively, selecting appropriate examples from the scales.

Service users may want to complete the Star by themselves. This could be an option, provided it is explained to them beforehand and fully discussed afterwards to ensure that both worker and service user have a full understanding of the Star they have created, and that any differences of opinion are recorded.

Use the Independence Star[™] to encourage self-reflection

This can be done by asking service users to explain why they think they are at a particular point on the scales, and taking the time to challenge them appropriately and discuss their views. The Star can be used within a coaching interaction, where the worker's aim is to assist the service user in gaining an insight into their life at the moment. This needs to be done skilfully, including recognising any external barriers as well as exploring their attitude and approach to that area of their life. Also, care is needed as a tentative suggestion offered by a worker may be perceived by the service user as a factual statement – to be either accepted entirely, in place of informati their own view, or angrily denied.

Be positive and non-judgemental

Used well, the Star will support a conversation that covers potentially sensitive aspects of a person's life. Ensure that people don't feel they are being judged, and clarify that the aim is to find out where they might need help and to celebrate improvements.

Differences of opinion are helpful starters for discussion

If someone is feeling low or struggles with low self-esteem, they might place themselves low on the Star and need reminding of what is going well. Others might not recognise or admit how difficult things are and place themselves unrealistically high on the Star. You might then present evidence of discrepancies between the service user's circumstances and their views. This paves the way for a more meaningful discussion and a more realistic assessment from which progress is possible.

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Listen and challenge appropriately, but agree to differ if necessary

If someone is insistent about where they are on the Star and you don't agree, the extent to which you engage and challenge them is a matter of judgement. If you have done all you can to build trust and encourage a realistic assessment but don't reach agreement and decide further discussion isn't helpful, you can choose to record both their view and your own on the Star, either during the session or afterwards.

Finally...

Whatever approach you choose, it is vital that the discussion and agreed scale point are based on the defined scales. Unless everyone is using and understanding the steps on the Journey of Change, one person's 3 could be another person's 5. And although in these circumstances the process may still be helpful on a one-to-one basis, the collated Star data would not be useful.

If a service user appears to fall between two scale points, maybe because they are fluctuating between **believing and trying** and **finding what works**, choose the point where they are for most of the time, or opt for the lower of the two points. Avoid placing people between the scale points.

The process of discussing and filling out the Star may well have quite an impact on the service user, so ensure the session finishes positively, and that the next steps are clear.

When we write notes, clients don't feel involved. When we give them the Star, people feel 'Hey, this is it, I'm really involved in this.'

Honorary representative, Officers' Association

This has really helped me think about things. Client, Officers' Association

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4 Using the completed Star Chart to agree actions and next steps

The visual of the completed Star provides an excellent basis for agreeing the changes and support that are needed. Once you have completed the Star, look at it together and prompt the service user to reflect on it as a basis for what to do next. Ask motivational questions such as:

- Is the shape of the Star an accurate picture of how things are for you now?
- What does it tell you about what is and isn't going well?
- What is it most important to address first?
- What are the strengths that you bring to the areas that are going well? How might you apply these strengths in other areas of your life?

Once the areas are agreed, further questions might include:

- Where on the journey do you want to get to and by when?
- What support or other actions are needed in order to bring about this change?
- Who is responsible for these actions?

The step the service user is at can provide valuable pointers about the things they need to work on, the role of the worker and how likely the service user is to follow through on actions independently. Some key pointers are summarised in the table on the next page.

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5 Revisiting the Independence Star[™] at reviews

The Star is designed to be completed at least twice, so as to measure any progress the service user has made. The timing and frequency need to be agreed within your service – see the Outcomes Star Implementation Guide for more information on this. It usually makes sense to integrate the Star with regular reviews.

At each review, repeat the process of discussing each of the Star areas and agreeing where the service user is on each scale. We recommend you do this initially without reference to the previous Star readings, to allow the service user to focus on a snapshot in time without being influenced by trying to make comparisons. Once the new Star has been completed, it is helpful to compare the two to give an instant visual picture of change. You can then use this to encourage discussion:

- Does what the service user sees on the Star fit with their sense of how they have changed?
- How do they feel about what they see, especially where they have
- Do they still need support? If so, what areas do it address now the st • What has helped them make progress? What strengths have they
- Do they still need support? If so, what areas do they want to address now – the same as before or new ones?
- Where do they want to get to by the next review? What actions will it take to make this happen?

Then complete a new support plan.

When positive change occurs, reviews can be very helpful in encouraging and motivating both the service user and the worker, as the Star makes progress evident.

If we had used our old assessment process we would still be in the same place, but this is a total transformation. It was as if the Star dragged the information out of our clients so we could give them the support they needed.

Honorary representative, Officers' Association

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6 Frequently asked questions

Using the Star may mean working with people in a different way. How natural and easy it feels for you will depend on your way of working prior to using the Star. Many people find that the Star is fairly self-evident and feels familiar and comfortable after they have used it a few times, but the following questions often come up in training.

What if we don't agree on where the service user is in an area?

This is a rich starter for discussion. Part of the process of making changes is developing a realistic picture of how the service user is doing. Here are some pointers:

- Listen carefully to what the service user has to say it will help you to understand their perceptions. They may also have information you are not aware of that will change your view.
- If you disagree, present evidence for why you see things differently and explain why you think they are at a different stage on their journey, using specific examples rather than general statements. If the service user is underestimating their progress, provide specific evidence of their achievements. For instance, "You joined a new social activity since we last met. That seems like quite an achievement."
- Take into account the service user's current situation. In the early part of their journey, they are likely to be less self-aware and this can result in a higher personal rating.

If you and the service user still disagree after discussion, record both readings on the Star Chart, either during the session or afterwards.

What if the service user can't or won't engage with the Independence Star™?

Service users who are a **cause for concern** in most or all areas won't engage meaningfully with the Star. You may choose to share your worker-only assessments with them later, when they have started to co-operate with support, in order to demonstrate the progress they have made or to prompt learning and discussion.

It is unusual for service users to engage with one-to-one support but resist using the Star. If this happens, ask them why, check they have not misunderstood how the Star works or how the information will be used and respond to any questions or concerns. You may also want to point out that the Star is an integral part of how your service provides support.

If people don't make progress, will that reflect badly on me?

The purpose of the Star is both to support and to measure change. When people don't make progress on the Star, there are many possible explanations. It isn't about judging the work of individual workers or volunteers.

However, data showing a lack of progress may indicate that you have a particularly difficult caseload or need additional support or training. You may want to discuss this with your supervisor.

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What if the service user doesn't want to discuss certain areas?

This can happen when a service user feels that some of the scales are not relevant to them. If you agree there are no problems, simply place the service user at 5 for that scale and move on.

Some areas may be particularly sensitive or the service user may not be willing to discuss them. Many workers find that simply having an area as a scale on the Star can be a helpful way to introduce sensitive issues that need to be discussed. However, the relationship of trust between the worker and service user, and the goal of supporting the service user's progress, are more important than the Star. If it isn't helpful to continue, opt for either 5 or 1 and move to the next scale.

Won't service users be demotivated if they go back down the scales?

When negative change occurs, workers are sometimes concerned that seeing this so clearly on the Star will demotivate people. Usually, however, the service user is only too aware that things are worse, and acknowledging this can be helpful. In these instances, remind them that change is difficult and that it isn't always a linear process.

It is also possible that service users may place themselves lower in a review because they overestimated the stage they were at in the initial assessment, indicating greater self-awareness and trust. It's therefore important to identify whether any slip-backs are for this reason or because things have got worse, and offer appropriate support.

What if a service user has limited eyesight, literacy or English?

The Star materials are designed to be used flexibly. If a service user's English is limited, you may need to paraphrase into simplified language or work with an interpreter to support their understanding. If a service user has limited literacy, you could give them the Star Chart and read out the short scale descriptions of the stages you feel they are closest to at that time. Make sure you still refer closely to the detailed scales in this guide yourself.

If you have a question that isn't addressed here, or any concerns about the Independence Star, raise this with the person supporting you. It's important that you have the chance to discuss your views, as the Star will only be useful to you and the people you work with if you feel comfortable using it.

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Part 2: Detailed scales

1 Finances

This scale is about managing financially and paying your bills regularly. It includes getting the right benefits and financial support, budgeting and managing any debts and unexpected additional expenses. It can also cover keeping up with administration and legal matters, managing assets and financial planning for the future.

5 Managing well

I'm managing financially and don't need extra help at the moment

- Your money is reasonably safe, any assets you have are being well looked after, and your bills and paperwork are mostly organised and up to date
- You are receiving any benefits and other financial support you are entitled to
- You know roughly how much you have to spend and mostly stay within it
- You are confident with managing your money and with legal matters such as power of attorney and wills

4 Finding what works

I'm getting to grips with my finances, but I need some help

- You are learning to take control of your money and to plan ahead, but need help with modest additional expenses or with other issues
- You don't have serious concerns about bills, debts or paperwork and are gaining confidence in managing your money and legal matters if this was difficult for you. If you have debts you are following a plan to repay them
- You have applied for any benefits or other financial support you are entitled to but may be waiting for them to come through

3 Believing and trying

I believe I can sort out my finances and am trying to tackle this, but it's hard

- You know you need to take more control of your finances and are taking steps to address this for yourself. Perhaps you are also receiving financial support for an immediate need
- You may be making changes to the way you handle bills, debts and/or budgeting, for example by making a plan to pay off debts, though you find it difficult to follow through
- You may be trying to increase your income, whether through pension, benefits, other support or earnings if you are working
- You find it hard to make the changes you need or lack confidence with financial matters

2 Accepting help

I know I have financial problems but I'm starting to get some support with this

- As for 1, you don't have enough secure income and/or have financial problems
- You are getting help with this or it's being arranged for you but you are not yet taking the initiative to sort things out for yourself

to use this tool?

1 Cause for concern

I have major financial problems. There is no support available or it wouldn't help

- You don't have enough secure income and/or have financial problems, perhaps because your bills and paperwork are chaotic, **or**
- You are not receiving the benefits, pension or financial support you are entitled to and may not be aware of what financial support you can get, **or**
- You are in debt and may be at risk of a financial crisis such as losing your home
- Either you don't want to talk about your financial situation or you don't have any support. Perhaps you feel overwhelmed or don't believe anyone could help



2 Housing

This scale is about having a home that is adequate for your needs and that is safe, warm, well-maintained and affordable to run, with basic furnishings and equipment in working order. It includes any aids and adaptations you may need to live as safely and independently as possible. The focus in this scale is primarily on others taking steps to improve your housing situation for you.

5 Managing well

My home is suitable for my needs

- Your home is suitable for you and in an adequate state of repair
- The basic furniture and equipment is in good working order
- You have any safety features, aids or adaptations you need to maintain your independence
- You no longer need support from an armed forces organisation your family or relevant local services provide any support you need

4 Finding what works

My home is mostly suitable for my needs but minor improvements are needed

- Your home is mostly suitable but there may be minor repairs, adaptations or aids needed or some furniture or equipment that needs to be replaced
- Perhaps you have received new equipment or new adaptations to your home and are finding things easier doing more for yourself or using more of the space that you have but some areas still need to be addressed

3 Believing and trying

My home is adequate or I'm making changes but there are some significant needs

- Either your home is adequate for your needs or you are receiving the help you need with repairs, significant adaptations or to move house, so there is no immediate cause for concern
- However, you urgently need support with household appliances, furniture, adaptations, introducing labour-saving equipment or other improvements

2 Accepting help

My home isn't adequate for my needs but I'm starting to get help to sort this out

- As for 1, the problems with your home are significant, but you are talking to someone about this
- You are receiving help to sort out major issues or this is being arranged for you now, so any immediate risk is starting to be addressed
- Perhaps you have been referred to social services and/or are connected to other relevant support in addition to support from an armed forces organisation

1 Cause for concern

My home isn't adequate for my needs. There is no support available or it wouldn't help

- Your home may not be safe or suitable for you any more, making it hard to manage or increasing the risk of accidents, but you are not receiving help to sort this out
- Or you are staying in temporary accommodation and need to find somewhere more stable
- Perhaps you don't know what is available, don't want to move house or think change would be too expensive and/or too difficult
- Perhaps you find it hard to tell anyone how difficult the situation is or don't believe anyone could help

3 Health

This scale is about how well you look after your health and follow medical treatment. It is also about taking care of yourself and staying well – having regular check-ups, being able to manage day-to-day tasks, eating well, taking regular exercise, not drinking too much alcohol, avoiding smoking and getting enough sleep.

5 Managing well

I'm as healthy as possible at the moment and look after myself well enough

- Your health and fitness are as good as they can be under the circumstances
- If you have health problems for instance heart disease, diabetes or high blood pressure you take medication, follow treatment and do what your doctor recommends
- You are able to look after yourself and can manage shopping, cooking meals, personal hygiene and other day-to-day tasks
- Your lifestyle is healthy enough. You mostly eat healthily and sleep well enough, take enough exercise, don't smoke and mostly keep any alcohol within safe limits

4 Finding what works

I'm finding ways to stay healthy but some improvements are needed

- You mostly look after your health well enough, but some changes could support your health better, for instance healthier eating, more exercise or better sleep, or drinking and/or smoking less
- If you have a health issue you mostly follow any recommended treatment
- You are finding ways to deal with day-to-day tasks most of the time but some areas need to be addressed

3 Believing and trying

I want to be healthier and am trying to take better care of myself, but it's hard

- You know you need to take better care of your health and you are trying to make healthier choices about food, alcohol or other areas and make sure you get treatment for any significant health concerns
- However, you find it hard to do everything you need to maintain your health. Perhaps you are not getting help for a less serious health problem or condition that is likely to deteriorate in the future, or aspects of your lifestyle need to be substantially improved
- Perhaps you find it hard to do what you need to look after yourself, such as shopping, cleaning or cooking

2 Accepting help

My health is poor or at risk but I'm getting help with this

- As for 1, your health is poor or at risk or you are struggling to look after yourself at the moment
- You have treatment or other help so any immediate risk to your health is being addressed but you are not yet taking the initiative to look after yourself better

1 Cause for concern

My health is poor or at risk. There is no support available or it wouldn't help

- Your health is poor and/or at risk of breaking down but you are unable or unwilling to visit the doctor or other health professionals
- If you have a health condition such as heart disease, diabetes or high blood pressure, you don't take medication as prescribed, follow treatment or do what doctors recommend
- Perhaps you can't shop, cook or look after yourself well enough or your lifestyle is putting your health at risk
- You find it hard to tell anyone how difficult the situation has become or you don't have any support



4 Activities

This scale is about how you spend your time, particularly during the day, and you can use it to discuss volunteering and community projects, educational courses and hobbies, sports or cultural activities. If you are of working age, you may want to discuss getting into work, retraining or support within work. If you don't have the time or capacity for more activity, perhaps because you have young children or other caring responsibilities, place yourself at 5.

5 Managing well

I'm doing something meaningful and have a balance of activities that is right for me

- You are in regular work or volunteering, training or education or you don't have the time or desire for more activity in your life because of your age or a disability, or because you have young children or other responsibilities
- If you are working, you are able to meet the expectations of your workplace
- You are on track towards what you want to achieve
- You can organise your time so that you have a balance of activities you enjoy, drawing on your own support networks as needed

4 Finding what works

I'm finding how to use my time well, but some changes are needed

- You are in work or volunteering, training or education, or take part in other meaningful activity but there are still some issues you need to address
- You may be learning new tasks and/or new skills to help you progress in or towards work, and/or developing new hobbies or sporting or cultural activities
- You may not yet have found the right balance of activity for you, but you are taking steps to get there

3 Believing and trying

I'm trying to do something more meaningful with my time but it's difficult

- You want to work or to engage in activities you find meaningful, but have not yet found a way to do so. Perhaps you are in paid work but struggling because of other problems and you need support in this area
- If you are of working age, you are applying for jobs or work-related training, education or volunteering. If you are retired or unable to work you are trying to learn new skills or overcome barriers to participating in activities or hobbies that interest you
- Perhaps you have tried a couple of things that have not gone well so your confidence has been knocked

2 Accepting help

I don't have meaningful ways to spend my time but someone is helping me look at options

- As for 1, you are not in work or volunteering, training or education but you have time and want to get involved in activities that you find fulfilling
- Perhaps you are discussing options that would be possible for you, reviewing your skills and aspirations or considering training or new activities or hobbies, but are not yet taking the initiative

1 Cause for concern

I don't have meaningful ways to spend my time. There is no support available or it wouldn't help

- You are not in work or volunteering, training or education or doing anything that you find meaningful with your time
- You don't have any support with this or don't accept support. Perhaps you don't believe there are any worthwhile opportunities open to you at the moment