



Development Report

Justice Star™

The Outcomes Star for people in the criminal justice system

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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. 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.

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1 Introduction

The Outcomes Star is a suite of collaborative, person-centred tools for supporting and measuring change when working with people, including versions for young people, families and people with learning disabilities.

The Justice Star is a version of the Outcomes Star developed for individuals in the criminal justice system, and specifically those in the community, on short custodial sentences or approaching release from custody.

All versions of the Outcomes Star have a number of five- or ten-point scales arranged in a star shape. Each point on each scale has detailed descriptors setting out the attitudes and behaviour typical of that point. Underpinning these scales is a model of change (the Journey of Change) describing the steps towards the end goal that both the service and service user are trying to achieve.

In the case of the Justice Star, the end goal is self-reliance so that the service user no longer needs the support of a professional service.

Like all versions of the Outcomes Star, the Justice Star is both a keywork tool, supporting effective interventions, and an outcomes tool, giving management data on outcomes achieved. Because of this dual role, it brings together measurement and service delivery and can provide a shared language and framework across operations and performance management departments.

The Justice Star has the following resources:

- The Justice Star Chart, Notes and Action Plan for completion by workers with service users
- The Justice Star User Guide, with both brief visual and detailed scales
- Guidance for Workers
- A web application for online completion at www.staronline.org.uk
- An Implementation Guide for those in a management role

Background and further information about the Outcomes Star suite of tools can be found at www.outcomesstar.org.uk.

About this report

This report outlines the theoretical foundations for the Justice Star, the process of its development and the research that supports it. The report includes analysis of the psychometric properties of the pilot version of the tool. Further research into the psychometric properties of the final published tool is underway at the time of publication. For the latest information on this please contact info@triangleconsulting.co.uk.

2. Theoretical foundations of the Outcomes Star™

A new approach to outcomes measurement

The approach underpinning the Justice Star and all versions of the Outcomes Star is an original way of dealing with assessment and outcomes measurement. It draws on the core principles of Participatory Action Research (O'Brien, 2001; Carr & Kemmis, 1986) – empowerment, collaboration and integration – and extends them beyond research into assessment and outcome measurement. Participatory Action Research seeks to empower the subjects of research, collaborate with them and integrate research into practical action to improve people's lives. For a fuller summary of Participatory Action Research please see MacKeith (2011).

In the same way, the Justice Star seeks to empower service users within a collaborative process of assessment and measurement that is integrated with support work rather than being a separate activity.

Empowerment

Underpinning the Star is a belief that, in order for change to take place in people's lives, service providers need to harness the motivation, understanding and skills of the person themselves to create change.

While practical changes in a person's circumstances, such as new accommodation or a job, may be very important, they are not enough to bring lasting change. Change within the person is a key active ingredient and it is therefore the relationship of the individual to the challenges they face that is the primary focus in most versions of the Outcomes Star. The principle of empowerment recognises societal or other external factors that can affect people's progress but are beyond their control, while helping to empower people to change the things they can.

Service users and front-line workers report that the Star provides a much more empowering context for keywork than other approaches because service users are active participants in the process rather than having assessment done to them. Being involved in their own process of change – and the validation of their experiences and perceptions – is often critical in helping them make the changes they seek (Burns, MacKeith and Graham, 2008). In contrast, when the assessment and measurement process requires service users to be passive objects of the expertise of others, it can reinforce the disempowerment and lack of self-worth that may have contributed to their need for help in the first place.

Collaboration

When using the Justice Star, the worker and service user assess the service user's needs together. The service user bases their assessment on their knowledge and understanding of themselves, and the worker applies their professional experience of working with others and their observations and reflections on this person's behaviour. The assessment emerges through a dialogue between service user and worker and this may result in a change in the perceptions of both.

The Star makes the model of change explicit and the information that is collected is immediately presented back to the service user as a completed Star. This allows the service user and worker to take an overview together and to reflect on the completed Star as a basis for deciding what actions are needed. The service user takes an active role in defining issues, identifying actions and thinking about consequences for themselves. As a result they are much more likely to be behind the plan that emerges from the completed Star.

This contrasts with extractive approaches to assessment and measurement in which the expert collects “data” from the service user and takes that data away to make an assessment on their own. They may then decide what course of action is most appropriate and try to persuade the service user that this is the best way forward for them.

If a service user is unable to participate actively in completing the Star themselves, the group of people who support them, including both professionals and unpaid carers, may be able to complete it collaboratively. They too are likely to gain new perspectives and develop their views as part of the assessment process.

Integration

Completing the Star is an integral part of working with the service user and is intended to support as well as measure change. For the service user, the process of participating in the assessment, engaging with the model of change and reflecting on the data the Star presents can of itself result in change. It can also have the same impact on the staff and carers working with the person. In addition, the assessment dialogue and the Journey of Change that underpins the Star naturally lead to discussion of next steps and action planning. As a result, the assessment becomes an integral part of the intervention.

This contrasts with traditional approaches in which the collection of data is seen as a separate process to the intervention and may be regarded as intrusive by workers and service users.

The differences between the Star and traditional approaches to measurement are summarised below.

	Tenancy Star	Many traditional approaches
Empowerment	<ul style="list-style-type: none"> • Service users are seen as active co-producers of change • Their motivation, understanding, beliefs and skills are often key to creating change, while recognising external factors beyond their control • The focus is on the service user’s relationship with the issue 	<ul style="list-style-type: none"> • Service users are seen as passive recipients of help, with “experts” having the knowledge to devise solutions • The focus is on the severity of the issue
Collaboration	<ul style="list-style-type: none"> • The worker and service user collaborate in assessment, with the potential to build a shared perspective on issues and the action needed 	<ul style="list-style-type: none"> • Employ either Patient Reported Outcome Measures or professional assessment measurement tools that don’t build a shared perspective
Integration	<ul style="list-style-type: none"> • Assessment and measurement are an integral part of keywork 	<ul style="list-style-type: none"> • Assessment and measurement are additional tasks that can be resented by workers as a distraction from “real” work

Similarities to other approaches

The values that inform the Justice Star are similar to those of person-centred, strengths-based and co-production approaches:

- The Star places importance on the service user's perspective and priorities, as in a person-centred approach
- The holistic assessment offered by the Star focuses on aspects of life that are going well in addition to areas of difficulty, as in a strengths-based approach
- As in co-production, the service user is seen as an active agent in their own life and a valuable source of expertise and knowledge rather than a passive sufferer of an affliction that the professional, with their expertise and knowledge, will cure.

As a result, implementing the Justice Star can provide an effective way of putting these values into practice.

3. How the Justice Star™ was developed

The methodology for developing all versions of the Outcomes Star is based on Action Research (O'Brien, 2001) and the Existential Phenomenological research method (McCall, 1983). Action Research is a collaborative process of identifying issues, trying out solutions and assessing what works. This phenomenological method places a strong emphasis on understanding the subjective experience of the person or people being researched and the meaning of the experience for them.

The development process occurs in collaboration with a working group consisting of expert professionals working with service users in the sector of interest. Service users participate in the working group where possible and if it is impractical to involve service users directly in the working group they are consulted separately.

The Justice Star was developed with collaborators from nine organisations working with those involved in the criminal justice system, most of them in the UK:

- Barnardo's Family Support
- Lancashire Women's Centres
- Leicestershire Police
- Lifeline
- North London Forensic Service
- Shaw Trust
- Sodexo Justice Services
- The Fortune Society (USA)
- UnitingCare West (Australia).

The working group consisted of managers and workers from these organisations, though participants varied between the different stages of development.

The development of the Justice Star consisted of five main stages:

Stage 1: Establishing the need and parameters for the tool

Stage 2: Identifying the model of change and desired outcomes for service users

Stage 3: Data analysis and drafting

Stage 4: Consultation, piloting and refining

Stage 5: Confirmatory literature review

Stage 1: Establishing the need for the Justice Star

Triangle was contacted by people from 40 organisations working within the criminal justice field over a period of three years leading up to the development of the Justice Star. In response to this interest an expert panel was drawn together.

The panel consisted of experts from the private, voluntary, and statutory criminal justice sector, working with offenders in different contexts across the UK, Australia and the United States of America. The following questions were put to the panel:

What other tools are commonly used when supporting offenders?

Why is there a need for an Outcomes Star in this sector?

Who should this Star be used with, in what context and with what approach?

This process suggested that there was a clear need for an Outcomes Star in this field and nine organisations agreed to fund and contribute their time to the development of the Justice Star. The detailed findings from the expert panel are in Section 4 of this report.

Stage 2: Identifying the model of change and desired outcomes for service users

Workshop One (January 2015): A one-day workshop was held to identify intended outcomes and processes of change in support work with those involved in the criminal justice system. This workshop included a series of focus groups to provide insight from professionals about their experiences and the criteria used to determine whether positive change is being made.

The key questions asked in Workshop One for all versions of the Outcomes Star are as follows:

- What are the main areas in which services and service users are seeking to create change? *These areas become the points of the Star*
- What is the desired outcome of the change process? *This becomes the end point on the Journey of Change that underpins all the scales*

- What model of change describes the steps that service users take on the journey towards that end point? *This is described in a series of steps – the Journey of Change – showing a clearly discernible, qualitative difference between each step of the journey.*

A range of techniques were used to draw out participants' subjective experience and knowledge including:

- Using the Outcome Triangle tool to identify the overall aim of services, the specific outcomes they are trying to achieve and the activities they carry out to achieve these outcomes
- Bringing to mind an individual who has undergone a substantial change and identifying the key areas of change for that person
- Following an explicit structured interview guide to draw out the steps, one by one, in each outcome area. The focus with this session is on concreteness, drawing out detailed information about the signs of change.

Stage 3: Data analysis and drafting

Triangle compiled all the material gathered from the focus groups at Workshop One and reviewed it to allow meaning and common strands to emerge. On the basis of this, the provisional model of change and outcome areas for the Justice Star were developed (see Section 4). Once these were finalised they were used as a “skeleton” for creating the first draft of the Justice Star.

Stage 4: Consultation, piloting and refining

Once the first draft was completed there was an iterative process of sharing, listening, refining and sharing again to hone the outcome areas, Journey of Change and descriptions of the steps towards change in each outcome area, until they resonated with the service users, support workers and managers participating in the development process. This stage also involved psychometric testing to assess the measurement properties of the tool. In the development of the Justice Star, as for other versions, this process included the following four steps:

- 1. Workshop Two** (March 2015): The first draft of the Justice Star was presented to the working group to capture views on the Star's face validity. Feedback was again collected from the working group and, in the light of this, improvements were made to the Justice Star to create the pilot version.
- 2. Training:** Collaborators were trained to pilot the Justice Star in their organisations.
- 3. Piloting:** A six-month pilot period in which workers and service users in collaborating organisations piloted the Star. Data gathered during this period was analysed to test its psychometric properties and feedback forms from workers and service users were used to inform the need for further changes. More information about the pilot process and feedback is included in section three of this report.

- 4. Workshop Three** (December 2015): Further feedback was gathered on the pilot version of the Justice Star through focus group discussion at the third and final workshop. This workshop also provided an opportunity for reviewing the format of the tool, its scope (for example whether unsuitable for any of the service user groups it was piloted with), the guidelines for use and the value of the data generated to the pilot organisations. This informed the final version of the Justice Star.

After Workshop Three further revisions to the Justice Star were made followed by editing and design to ensure the tool was clear, accessible, and user-friendly in advance of the first edition being published. The Justice Star was then piloted again in order to gather data to test the psychometric properties of the tool. The findings of the piloting, consultation and psychometric analysis are reported in Section 4 of this report.

Stage 5: Literature review

A literature review was conducted to validate the Justice Star areas as evidence-based predictors of recidivism, and to examine how the Star relates to existing tools and frameworks. This review supported the inclusion and comprehensiveness of the Star areas, and did not identify any that were missing. The main findings of this review are included in Section 4 of this report.

Triangle published the final version of the Justice Star, including guidance for its use, in June 2016.

4. Summary of findings

Establishing the need for the tool

The expert panel was consulted prior to and throughout the development process. The questions put to professionals on this panel and the decisions made are summarised below.

What other tools are commonly used when supporting offenders?

The panel advised that the main tool being used in England and Wales with adult offenders is the Offender Assessment System (OASys), designed to measure the risks and needs of offenders under supervision. This is a tool that is completed by the professional about the offender, looking at aspects such as their likelihood to reoffend, risk of serious harm, and the need for specialist interventions. This tool is mostly designed as a risk assessment and does not invite much collaboration between the offender and the professional.

ASSET is the main tool used in youth justice in England and Wales and is a similar tool to the OASys, looking at protective and risk factors in a young person's life to assess their likelihood to reoffend and the risk of serious harm that they pose. ASSET only includes one section about the young person's perception of their situation, needs and goals.

Why is there a need for an Outcomes Star in this sector?

The panel discussed the need for an outcomes measurement tool in the criminal justice sector that would take a more collaborative approach to assessment, help support engagement and use language designed to speak to the offender.

Some of the existing Outcomes Star versions, such as the Homelessness Star, partially fulfil this need by focussing on some areas that are important when working with someone in the criminal justice system. However, it was agreed that other Star versions were not specific enough for this client group and a new Star was needed with the specific aim of helping a person desist from crime.

The panel discussed the need for a tool that could be used alongside statutory assessments, such as OASys and ASSET, and that could provide an alternative approach to some sections of these assessment tools. Discussion suggested that a new tool should focus more on the service users' wants and needs and allow the service user to have more ownership of the assessment. An Outcomes Star would not be used as an initial assessment in this sector but completed with the offender within the first month of service entry and reviewed at approximately three monthly intervals. The panel agreed that this would allow better engagement and provide a collaborative approach to assessing need and action planning.

The panel also agreed that the proposed new Star should align and be compatible with the 7 Pathways to Reduce Reoffending (National Offender Management Service, 2009) in order to fit with the national agenda in England and Wales.

Who should this Star be designed to be used with, in what context and with what approach?

The expert panel consisted of professionals who worked with people both in prison and in the community. They considered whether the Star should be designed to be used in both these contexts. There were arguments for separate versions of this Star to be developed, but it was decided that one version of the Star could meet the needs of offenders in the community and on short-term custodial sentences and for resettlement support from custody to the community. This would have the advantage of providing continuity when an offender moved from services in prison to those in the community. It was concluded this Star would not be best suited for offenders on long term sentences because these people face a different set of circumstances and have different needs. In this instance the Recovery Star Secure would be the most appropriate tool to use.

The panel decided that one version of the Star could be used for all kinds of offences since the aim is the same for all offenders – to desist from offending.

The panel also discussed whether the Star should be designed to be used with both men and women or whether two versions to be created to suit the needs of both genders. Members of the panel voiced concerns about having one Star for both genders, because female offenders have needs that may not be applicable to men. It was decided that the first draft of the new Star would be written for both genders to see if it was possible to include the necessary detail within one Star.

The panel agreed that the draft version of this Star would be written for both adult and young offenders and through drafting the Star and piloting it in different contexts it would be decided whether a version of the Star specific to young offenders would also be needed.

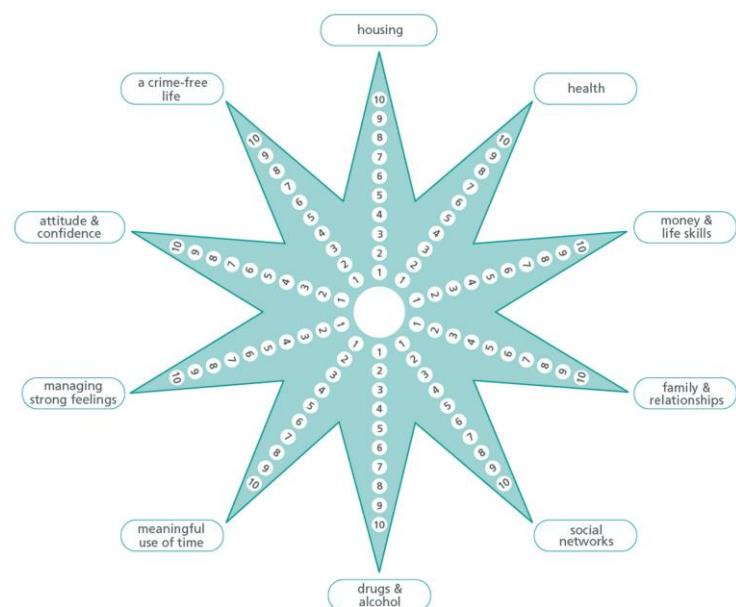
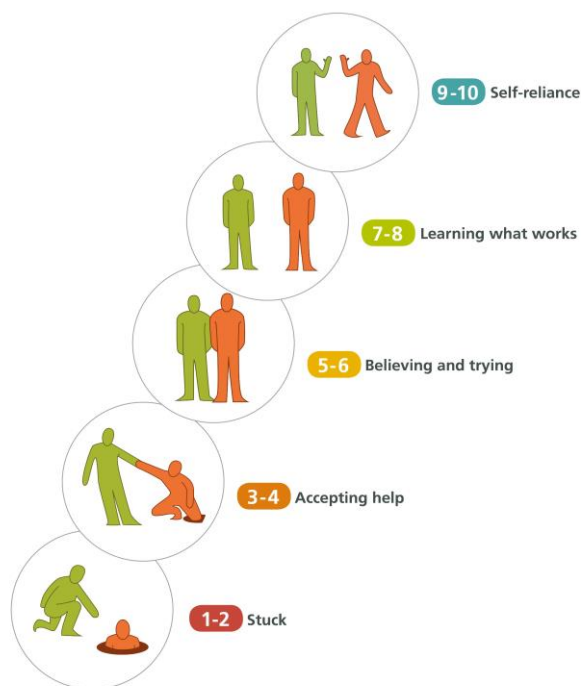
The panel agreed to test the Star with as broad a range of approaches to supporting offenders as possible (for example, restorative justice, probation supervision or group work) but accepted that it would probably work better with some approaches than others.

The number of collaborators involved in the development of the Justice Star meant that the tool could be piloted with a large range of people and contexts.

Identifying the model of change and desired outcomes for service users

Detailed analysis of the data collected during the initial consultation and Workshop One led to the conclusion that the Journey of Change used in a number of other versions of the Outcomes Star (including the Outcomes Star for Homelessness, the Mental Health Recovery Star and the Drug and Alcohol Star) was appropriate for the Justice Star.

The Journey of Change and the outcomes areas that emerged from the analysis are shown in the graphics below.



Justice Star™ Journey of Change © Triangle Consulting Social Enterprise Ltd
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Consultation, piloting and refining

The pilot version of the Justice Star was piloted in a number of different contexts:

- **Barnardo's Family Support**
 - Piloted the Justice Star in their Family Support Service within HMP Askham Grange Women's Open Prison
- **Lancashire Women's Centre**
 - Piloted the Justice Star in the Women at Risk service which works with women at risk of offending and at all points of the criminal justice system
- **Leicestershire Police**
 - Integrated Offender Management Service - multi-agency working with persistent and problematic offenders
- **North London Forensic Service**
 - NHS tertiary forensic mental health service
 - Piloted the Justice Star in HMP/YOI Aylesbury Pathway Service with high risk young offenders (18-21) with signs of an emerging personality disorder
- **Sodexo Justice Services**
 - Piloted the Justice Star with Community Rehabilitation Companies in Cumbria, Lancashire, Northumbria and Essex
- **The Fortune Society (New York)**
 - Piloted the Justice Star with offenders during and post custodial sentences
- **UnitingCare West (Australia)**
 - Piloted the Justice Star in their Specialist Re-entry Service, offering specialist support to male offenders on re-entry to custody and during resettlement to the community.
 - They predominately work with offenders on life or indeterminate sentences or those sentenced for sex offenses.
- **The Department of Health and Human Services (Melbourne)**
 - This organisation was not a collaborator but did pilot the Justice Star with young people in the criminal justice system.
 - The department provides programs and resources to assist young people to develop the knowledge, skills, and attitudes to manage their lives effectively without further offending.
- **Department of Justice (Queensland)**
 - This organisation was not a collaborator but did pilot the Justice Star within youth justice services.

During the pilot period, Stars were completed with 556 service users, of which 133 completed a second Star.

User feedback

To get feedback on the Justice Star a short questionnaire was provided to all workers and service users who participated in the pilot and further feedback was gathered at Workshop Three (see appendix 1).

Feedback questionnaires

Feedback questionnaires were received from 60 service users and 46 staff. These forms included questions with dichotomous (yes/no) and Likert-scale response options, as well as allowing open-ended feedback about what was particularly good or needed improvement.

Service user feedback:

- 93% of service users said the Justice Star helped them to describe how life is for them
- 70% of service users said the Justice Star provided a very good summary of their current life and needs and 28% said it was a good summary
- 87% of service users said the Justice Star was enjoyable to complete
- 82% of service users said the Justice Star did not take too long to complete
- 41 out of 60 service users provided written responses outlining what they liked about completing the Star. The majority of these responses focused on how motivating and helpful they found it to see their progress, and that the Justice Star was easy and straightforward to complete.

Worker feedback:

- 95% of workers said the Justice Star described the client base fairly or very well
- 84% of workers said the Justice Star gives an overall picture of a service users situation and needs
- 84% of workers said the Justice Star did not take too long to complete.

Workshop Three feedback

Attendees at Workshop Three were asked for their initial response to the pilot Justice Star. 70% of attendees were generally positive about the Star, with 30% having a mixed response to it.

The pilot organisations had mainly positive experiences of using the Justice Star in their work with young people aged 18-24 but it was noted that it was less suitable to be used with younger teenagers. One organisation made a strong case for a separate youth version.

It was suggested that the pilot Star did not have enough space to discuss and record issues relating to children, intimate relationships, domestic abuse or sexual health, risk and exploitation when working with women or parents.

Workshop attendees agreed that the Justice Star worked well with service users in the community, with people on short custodial sentences and for those coming up to release where there is an emphasis on resettlement. It was discussed that the Justice Star is not intended for people on long sentences and Triangle recommends the Recovery Star Secure™ for this purpose. However, the Justice Star was used successfully with some service users on long sentences in the pilot.

Collaborators involved in the pilot were clear that the Justice Star is not a risk assessment. During the pilot it was used alongside risk assessment tools.

For a more detailed summary of the feedback gained in Workshop Three see Appendix 2.

Analysis of the pilot data

The data within the 556 first Stars and 133 second Stars was analysed to provide an initial assessment of the psychometric properties of the pilot Justice Star.

Caution is needed when interpreting the initial results as there was a relatively short time period between Stars. A larger sample and longer time-period will be used when formally evaluating the psychometric properties of the final version of the Justice Star.

Distribution

Analysis of the data by stage of the Journey of Change showed that in all scales there were service users with readings at all stages of the Journey indicating that that all stages are meaningful in capturing the service user's current situation (see Appendix 4). On all scales there were more service users with higher readings, with between 28% and 46% at stage 5 (**self-reliance**) and between 4% and 10% at stage 1 (**stuck**). This may be partly explained by the fact that the Star was piloted with service users who had in many cases been receiving a service for some time. However, there was a fairly even distribution of service users in each of the **accepting help, believing and trying** and **learning what works** stages.

Responsiveness

The Justice Star was shown to be responsive to change. 83% of service users improved in one or more areas on the Star, 73% in at least two areas and 68% in at least three areas. Approximately half of service users showed moderate (0.25-1.00) or large (>1.00) increases on their mean reading for the overall score between Star readings.

Internal consistency

The Justice Star was shown to have very good internal consistency (Cronbach's $\alpha = 0.91$) suggesting that readings on separate areas correlate and reliably measure the same underlying construct.

Item redundancy

There was no evidence of item-redundancy (correlations above 0.7 indicating repetition) or non-homogeneity (correlations below 0.30 indicating that areas did not belong). See Appendix 3 for inter-item correlations.

Conclusions from the pilot

The feedback from the pilot shows that service users and staff were very positive about the Star. Services users enjoyed using the Justice Star and seeing the progress they were making and workers thought it was the right tool for their service and valued it as a way of increasing insight into people's lives. Workers also appreciated the way the Star offered a visual aid and opened up conversations about planning and goal setting.

However, the feedback also highlighted several potential areas for improvement:

- Physical health was originally included in an area along with mental health. The pilot highlighted that this area was too broad and therefore could result in detail being lost. In response, a separate "Emotional wellbeing and mental health" area was created, and taking care of physical health was incorporated into "Living skills and self-care"
- Parenting and caring was originally included in the Relationships and Family area. Feedback following the pilot suggested that parenting and caring was a specific and important area that needed more attention. As a result of this feedback the Justice Star was amended to make "Parenting and Caring" a separate area on its own.

The pilot revealed that the areas "Attitude and Confidence" and "A Crime-free Life" were similar and inclusion of them both was unnecessary duplication. In response to this feedback, these two areas were combined to form one scale named "A Crime-free Life". The revised area is primarily about how the individual views their crime but still includes behaviour, compliance with rules and staying within their licence.

Feedback suggested that issues relating to risk and exploitation (including sexual risk-taking) needed to be added to the Star, as these were important to services and were not covered in the pilot Star version. The pilot also emphasised that these factors are closely tied to offenders' social groups. In response to this, detail regarding risk and exploitation was added to the "Friends and community" area.

The pilot revealed that for many service users the key focus in relation to money is on how to manage as well as possible within limited means. This was clarified in the "Living skills and Self-care" area.

It was also suggested that gambling (and other harmful addictions) are closely related to offending but were not covered in the pilot Star. To reflect this feedback, the "Drugs and Alcohol" area was extended to include gambling and other harmful addictions.

5. Relating the Star to existing frameworks and research

Relating to existing frameworks

A key aim in developing the Justice Star was to relate it clearly to existing frameworks within the criminal justice system. The Justice Star relates to the three national-level outcomes that providers are often paid to achieve (Home Office, 2015). It is supported by research concerning predictors of criminal conduct, including the literature described in the Ministry of Justice document “Transforming Rehabilitation: a summary of evidence on reducing reoffending” (MOJ; 2013). The Justice Star is also in line with the “7 Pathways to Reduce Reoffending” (NOMS, 2009).

A summary of the relationship between the Justice Star and these frameworks can be seen in Table 1.

Table 1: The relationship between the Justice Star areas and national frameworks

Justice Star areas	National level outcomes (Home Office, 2015)	MOJ review (2013) of predictors of criminal conduct	NOMS 7 Pathways to reduce reoffending (2009)
Accommodation		Suitable accommodation	Accommodation and support
Living skills and self-care			Finances, benefits, and debt
Mental health and well-being	Health and well-being		Health
Friends and community		Social networks and lack of	
Relationships and family		Intimate relationships	Children and families
Parenting and other caring			Children and families
Drugs and alcohol	Reducing people’s dependence on drugs	Drug misuse Alcohol misuse	Drugs and alcohol
Positive use of time		Employment	Education, training, and employment
Managing strong feelings		Impulsivity	Attitudes, thinking and behaviour
A crime free life	Reduced criminal conduct	Attitudes that support crime	Attitudes, thinking and behaviour

Literature review

The literature review highlighted a range of research supporting the validity of the Journey of Change and the ten areas included in the final version of the Justice Star. A summary of this evidence is presented here.

The Journey of Change

The Justice Star's Journey of Change was developed through extensive discussion with those directly working in this field to offer a tailored approach to supporting and measuring change in the criminal justice system.

The Journey of Change consists of five stages that an offender may progress through towards desistance from crime. These stages are: **stuck, accepting help, motivated and taking responsibility, learning what works, self-reliance.**

This model of change has been used in a number of other versions of the Outcomes Star for people with complex needs including the Outcomes Star for Homelessness, the Drug and Alcohol Star and the Mental Health Recovery Star which have been found to be effective in supporting change (Peterson, Ellis, Lorenz & Armbrrecht, 2014; Harris & Andrews, 2013; Dickens, Weleminsty, Onifade & Sugarman, 2012). This model shares some similarities with Prochaska and DiClemente's Stages of Change approach (1983), which has previously been recommended, adopted and validated within criminal justice settings (Day, Bryan, Davey & Casey, 2006; El Bassel, Schilling, Ivaoff, Chen, Hanson & Didassie, 1998; Hemphill & Howell, 2000; Williamson, Day, Howells, Bubner, & Jauncey, 2003; Prochaska & Levesque, 2002). There is also evidence that a Stages of Change approach is likely to be helpful in guiding resettlement planning and in identifying effective treatment options. For example, Williamson et al (2003) found that violent offenders' assessed stage of change could correctly identify success within an anger management programme. However, although there are some similarities with the Stages of Change approach, there are important differences as well. The model of change in the Justice Star places a much greater focus on the person's engagement with services and on learning new skills, attitudes and habits.

The importance of and evidence for the key turning points and themes in the Justice Star Journey of Change are set out below.

Moving from "stuck" to "accepting help"

The first stage on the Justice Star's Journey of Change is **stuck**. At this point the service user has problems but isn't talking about them or engaging with support. In order for change to happen the service user must acknowledge their problems and accept help from a service. This is a core component of the Journey of Change and this first turning point is referred to as accepting help. At this stage the service user may want to change or they may just want to avoid negative consequences of not engaging so they go along with help and support being offered. The motivation is external at this stage.

In support of these two stages, research has shown that offenders need to show some awareness of their problems to begin the process of change (Day et al, 2006) and without this understanding they will be unable to make progress (Ward, Day, Howells & Birgden, 2005). Giordano, Cernkovich & Ruldolph (2002) explain that a cognitive shift to awareness of a problem and acceptance of help to change is necessary for desistance. Further, it has been shown that offenders are more likely to desist from offending when supported by probation officers who are helping to manage parts of their lives relating to offending behaviour (McCulloch, 2005; McNeil, 2006).

For the service user to engage with support and accept help, a positive keywork relationship between the service user and worker must be developed and this is of central importance in the Journey of Change. A convincing body of psychological and criminological evidence supports this key concept in the criminal justice sector, demonstrating that greater commitment to desist is fostered by promoting active and participatory supervision practices that emphasise offenders' strengths (Bazemore, 1999; Maruna & LeBel, 2002; Rex, 1999). Further, a review of desistance paradigms for offender management concluded that the core conditions for effectiveness are "empathy and genuineness", "the establishment of a working alliance" and "using person-centred, collaborative and 'client-driven' approaches" (McNeill, 2006, p.52). These values are very much at the forefront of the approach adopted in the Justice Star.

Becoming "motivated and taking responsibility"

Through consistently accepting help and engaging with support, the Journey of Change describes service users moving forward to a stage in which they are **motivated and taking responsibility**, for themselves and their behaviour. Service users experience an internal shift and are developing a sense of what they actively want. The motivation comes from them and they may begin to use their own initiative to make changes.

The importance of this stage is reflected in research. For example, the Liverpool desistance study used qualitative interviews to show that desistance intentions are a good predictor of the likelihood of reoffending (Maruna, 2001). It has further been shown that the more motivated an offender is to change, the more likely that external support will be effective (Ward & Maruna, 2007; Robinson & Crow 2009).

"Learning what works" and becoming "self-reliant"

The fourth stage on the Journey of Change is when service users are **learning what works** to make what they want a reality. This includes building skills and increasing confidence in their ability to make changes.

Through trial and error, the service user is then able to move forward to **self-reliance**, where they are able to manage their lives with occasional help from services or family, friends and the community.

The importance of building new skills, attitudes, and habits for offenders to make positive changes is supported in the literature. LeBel, Burnett, Maruna & Bushway (2008) suggest that offenders need the skills and confidence to make positive choices and avoid slipping back to using old behaviours to solve problems. Further, Giordano et al (2002) interviewed female offenders and found that a shift in attitudes, beliefs and thinking patterns were of central importance for an offender to make changes and ultimately lead a crime-free life. This is also central to the Journey of Change.

Research evidence for the outcome areas

The Justice Star was designed alongside those with professional experience of the criminal justice system in order to ensure that all areas are meaningful and relate to the aims of targeted interventions provided in this setting.

Accommodation

A safe and suitable home, paying bills and rent, staying within the rules

Around a third of prisoners do not have settled accommodation before entering custody, and it is clear that “getting offenders into accommodation is the foundation for successful rehabilitation, resettlement and risk management” (NOMS, 2009, p.17). Suitable accommodation can substantially improve family relationships, reduce the likelihood of drug misuse and provide the basis for progress in areas such as getting and keeping a job, and accessing health care or drug treatment (Quilgars, Jones, Bevan, Bowles & Pleace, 2012). Although more research is needed, it appears that those with suitable housing are less likely to reoffend and more likely to have employment, education or training in place on release (Carlisle, 1996; Harper & Chitty, 2005; Niven & Stewart, 2005).

Living skills and self-care

Personal care, health, cooking, cleaning, shopping, travel, paperwork, budgeting, benefits

Researchers and commentators have highlighted life skills deficits as a key criminogenic need (Byrne & Howells, 2002). Managing money is one of these life skills, with around half of prisoners reporting a history of debt that often gets worse during custody (NOMS, 2007). Ensuring that ex-offenders are able to budget to maintain sufficient lawfully obtained income is vital to their success.

Basic education and life skills training are some of the most commonly offered types of correctional programme (Cecil, Drapkin, Mackenzie & Hickman, 2000). Such programmes have the potential to enhance readjustment to life in the community, and increase the prospects of success in a broad range of areas from restoring and maintaining family units to finding employment (see Hargreaves, 2009). Interventions helping offenders to look after themselves and their health have also been shown to be successful in preventing reoffending (Fraser, Burman, Batchelor & McVie, 2010; Lart, Pantazis, Pemberton, Turner & Almeida, 2008).

Mental health and well-being

Depression, stress or anxiety, other mental health issues, self-esteem, feeling positive

Those involved in the criminal justice system are disproportionately more likely than the general population to experience low self-esteem and mental health problems such as anxiety and depression (Marshall, Anderson, & Champagne, 1996; Ministry of Justice, 2010; Vaughn, DeLisi, Beaver, Perron & Abdon, 2012). Improving the mental health and well-being of offenders is not only of intrinsic value, but also reduces criminal behaviour (Bouman, Schene & Ruiter, 2009; Gendreau, Little & Goggin, 1996). It is encouraging that the existing evidence shows that addressing mental illness can produce significant reductions in recidivism (Morgan et al., 2012). Therapeutic relationships in prisons can target offence-related risk and mental health as compatible treatment targets (Shuker & Newton, 2008).

Friends and community

Positive friendships and activities, social skills, communities, faith, heritage or culture

Involvement with criminal peers is a strong risk factor for crime. This is the case for adult offending but is particularly problematic amongst young offenders (Cobbina, Huebner & Berg, 2012; Mulder, Brand, Bullens & van Marle, 2011; Oberwittler, 2004). Social networks also contribute to risks such as those relating to sexual health and exploitation (Smith & Christakis, 2008). This area on the Justice Star is specifically focused on moving away from negative influences and building social skills and connections that support positive choices. The development of social support networks with open communication, emotional support, and positive influences is beneficial in alleviating stress and may reduce the likelihood of recidivism (Cullen, Wright, & Chamlin, 1999; Hammett & Harmon, 1999; Parsons & Warner-Robbins, 2002; Sampson & Laub, 1990). Positive social networks can also provide “social capital” (Putnam, 2001), increasing access to legitimate opportunities for success that do not involve returning to criminal activity (Rose & Clear, 2003; Travis & Waul, 2003).

Relationships and family

Building healthy relationships, warmth, mutual support and respect

Many offenders experience difficulties in their relationships with partners, family members and friends (Logan, Cole & Leukefeld, 2002; NOMS, 2009). Maintaining and developing supportive social ties is important to prisoners and can reduce recidivism (Bales & Mears, 2008). Progress towards mending damaged relationships is also integral to rehabilitation and to supporting offenders in moving away from crime (Farrall, 2002). Indeed, a review for the Scottish Government placed close social ties as one of the most important determinants of successful rehabilitation (Sapouna, Bissett & Conlong, 2011). The benefits may in part relate to the emotional, housing and financial support provided during the re-entry process (Naser & La Vigne, 2006).

Parenting and other caring

Responsibilities and skills, maintaining contact, reconnecting, custody of children

Offenders are more likely than the general population to have experienced poor parental role models, with abuse or problematic parenting at home (Buehler et al, 1997) and clearly, offending and imprisonment can be harmful to parent-child relationships. Prisoners often describe reduced contact with their children as one of the most difficult and demoralizing experiences of confinement (Fox, 1982), and report significantly more distress and anger than those without children (Roxburgh & Fitch, 2014). The transitional period following release can also be challenging for both parents and children (Poehlmann, 2005). However, the impact of separation can be reduced through interventions that strengthen communication and parenting skills (Barry, 1985; Fishman, 1982). There is evidence that positive parent-child relationships are beneficial not only to the children, but also reduce offenders' parenting distress and contribute to their sense of having social support (Swanson, Lee, Samsone & Tatum, 2012).

Drugs and alcohol

Illegal drugs, problematic drinking, misusing prescribed drugs, other addictions

Those involved in the criminal justice system often experience problems with drugs and alcohol, which can be made worse by drug use in prison (Maguire, Pastore & Flanagan, 1996; Hiller, Knight, & Simpson, 1999). Around two thirds of arrestees test positive for drugs, and many of these individuals link their offences to drug use (Bennett, Holloway & Williams, 2001). Reoffending is more likely amongst drug users, particularly amongst users of Class A drugs (MOJ, 2013) and alcohol misuse is often a factor in violent crime (Collins & Messerschmidt, 1993).

Those released into the community report a high prevalence of recent alcohol and drug use (Bennett & Holloway, 2004). These behaviours have been linked to poor impulse control, which is associated with other addictive behaviours such as gambling (Lloyd, Chadwick & Serin, 2014). However, there is promising evidence that tackling the problem of drug and alcohol misuse makes a substantial difference to rates of reoffending (e.g. Davies, Jones, Vamvakas, Dubourg & Donmall, 2009; MOJ, 2013; Turley, Thornton, Johnson & Azzolino, 2004).

Positive use of time

Work, training, education, volunteering, purposeful activities, meaning in your life

Prisoners tend to have unstable employment histories (Visher, La Vigne & Travis, 2004) and often face substantial barriers to legal employment when they leave prison (Rocque, Bierie, & MacKenzie, 2011; Travis, Solomon, & Waul, 2001). Stable employment is one of the best predictors of post-release success (Visher, Winterfield & Coggeshall, 2005), and interventions that increase the likelihood of entering work, training or education have been identified as particularly important to desistance (Cecil et al, 2000; Farrall, 2002). The benefits of working towards employment may be due to the positive effects for rebuilding self-esteem, and to gaining a sense of structure and belonging in the community (Uggen 1999; Uggen & Staff, 2001).

Managing strong feelings

Dealing with anger, stress and frustration, negative impulses, not causing harm

Difficulties in managing anger, fear and stress are associated with depression and anxiety (Cisler, Olatunji, Feldner, & Forsyth, 2010; John & Gross, 2004), as well as a range of problematic behaviours including substance use and self-harm (Buckholdt, Parra & Jobe-Shields, 2009; Kun & Demetrovics, 2010; Mikolajczak, Petrides & Hurry, 2009). Deficits in emotional regulation and impulsiveness are also related to more extensive histories of aggression in offenders (Robertson, Daffern & Bucks, 2014) and are known to contribute to criminal behaviour (Hanson & Harris, 2000; Raynor, Kynch, Roberts & Merrington, 2000). There is increasing recognition of the contribution of interventions designed to improve “emotional literacy” in criminal justice settings (see Knight, 2014). Such interventions increase access to effective strategies for managing strong feelings, and the ability to reflect rather than acting impulsively. These strategies allow individuals to control overwhelming emotional experiences in a manner that is appropriate for the situation and the attainment of goals - for example avoiding criminal behaviour (Robertson et al, 2012).

A crime-free life

Attitude to crime, criminal or anti-social behaviour, complying with legal conditions

Pro-criminal attitudes are often passed down inter-generationally (Cavanagh & Cauffman, 2015) and anticipating and evaluating crime as worthwhile are strong predictors of future offending (Brezina & Topalli, 2012). Research has also demonstrated that non-compliance with rules and conflict with others are associated with anti-social behaviour (Butler, Parry & Fearon, 2015). Changing attitudes towards crime and how individuals see themselves in relation to crime are critical to offender rehabilitation, since these attitudes can be just as strongly linked to crime as homelessness and unemployment (MOJ, 2013). In order to desist from crime, ex-offenders need to transform the way deviant behaviour is viewed, and to develop a clear sense of purpose and a coherent prosocial identity (Giordano, Cernkovich & Rudolph, 2002; Maruna, 2001).

Conclusion

The Justice Star was developed in response to the needs of offenders and those working with offenders for a tool that would allow more participation from the offender in picturing their situation, goals and progress. It is a holistic outcomes and keywork tool that facilitates collaboration and a focus on strengths, as well as the identification of areas for action. Extensive piloting with a range of different service user groups indicates that it is seen as effective in providing an overview of the person's situation and that it is a positive and helpful keywork tool.

Analysis of the data indicates that the Star has positive psychometric properties, though further testing is required on the final version of the tool. Although offenders are not a homogenous group, a range of needs is more frequently observed amongst offenders than in the general population.

Evidence about the causes of crime indicates that the Justice Star addresses dynamic, or changeable factors linked with reoffending as well as "other needs that require addressing in order to support effective rehabilitation and engagement" (MOJ, 2013, p.4). It relates well to existing frameworks and has the potential to be a valuable addition to existing tools – or in some cases, an alternative to specific components of these tools.

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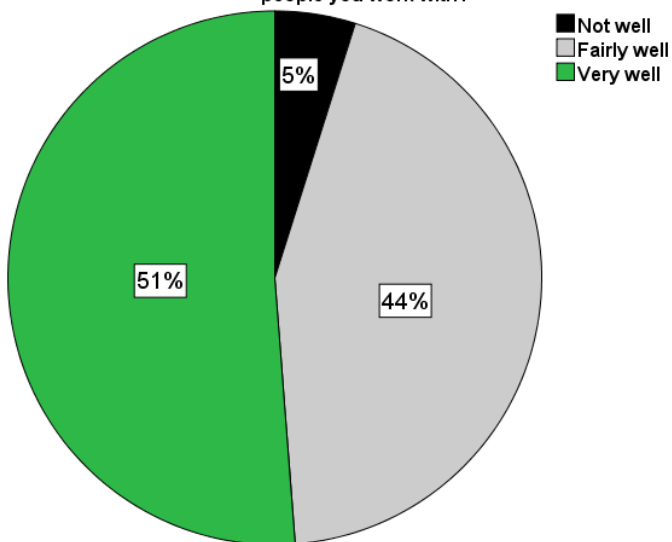
6. Appendix

Appendix 1: Pilot worker and service user feedback

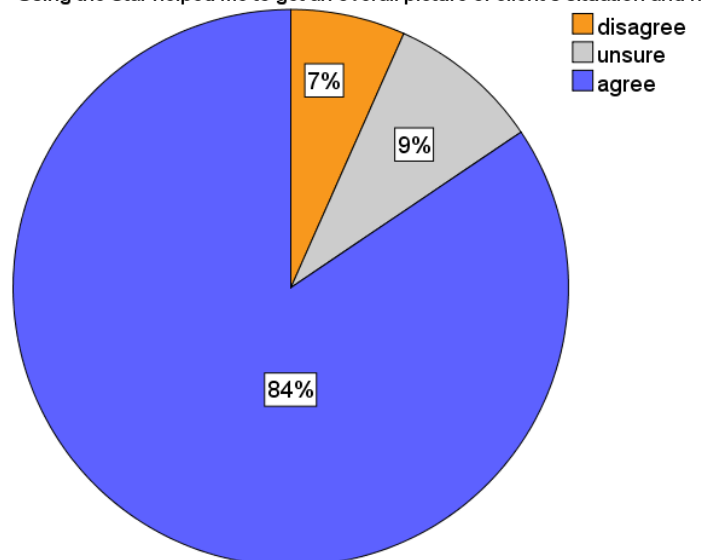
WORKER FEEDBACK (46 workers from 7 organisations)

- The Star describes the client base well (95% felt that it described the clients “fairly well” or “very well” - with roughly half giving each of these responses)
- The Star gives an overall picture of client’s situation and needs (84% agreed)
- The majority of workers did not think it too long to complete (53% disagreed that it took too long and about a third were unsure)
- The feedback suggested that many workers had not completed review Stars (about half agreed that it showed good progress, but 40% were unsure)

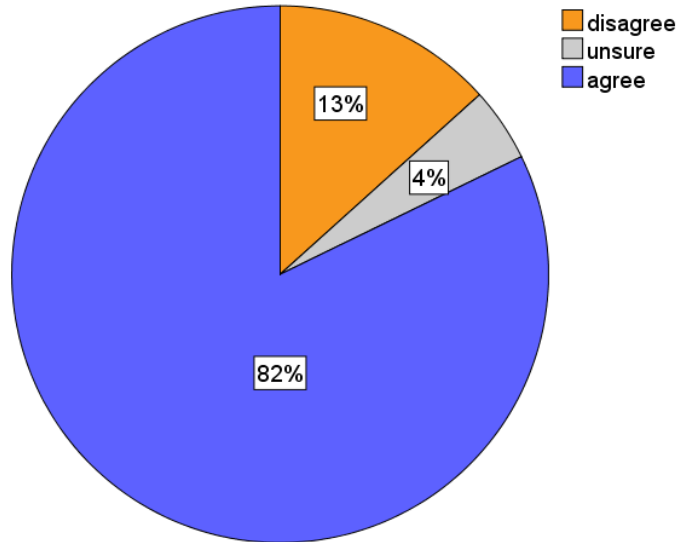
How well did you feel the JS described the situation, strengths and needs of people you work with?



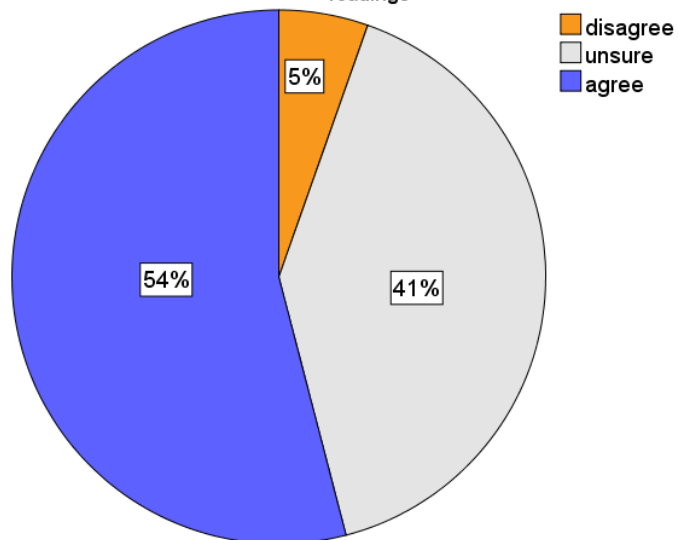
Using the Star helped me to get an overall picture of client’s situation and needs



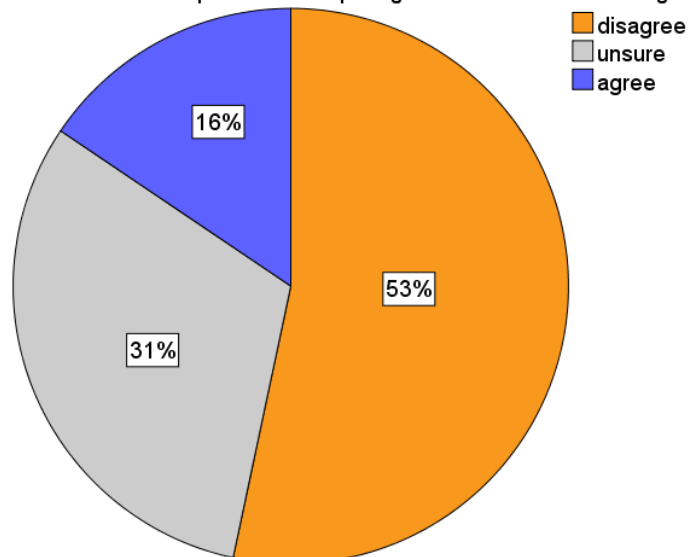
The scale descriptions help me to understand where to focus next with the clients I work with



I found it encouraging to see the progress that clients had made between Star readings



I found the process of completing the Star with clients too long



Summary of open-ended feedback responses

(shown in order of frequency)

What did you most appreciate about using the Justice Star?

- **It gives a good overview:** The most frequent comments were that the Star was easy to use, and it was straightforward to get to the point and obtain an overview of the client's priorities and needs. Some workers suggested that it gives as much information as filling in longer tools (CSA / full assessment / SAQ / Usual sentence planning) and could replace other tools with the addition of a few more boxes. Some felt that the Star acted as a useful reminder to complete all OASys areas
- **It is a useful visual aid and opens up conversation:** Many workers commented that it was a useful visual aid and that it encouraged conversation and provided a motivating snapshot of change
- **Holistic approach:** Several workers also noted that they liked the fact that the tool considers motivation and looks at the whole person and not just one area such as substance abuse
- **Engaging, motivating and encourages clients to take responsibility:** Some workers felt that the Star encourages clients to take responsibility for their own journey and identifies what each person needs to do separately and collaboratively.

Are there any improvements you would like to suggest in the areas covered, the scale descriptions, visual resources or anything else?

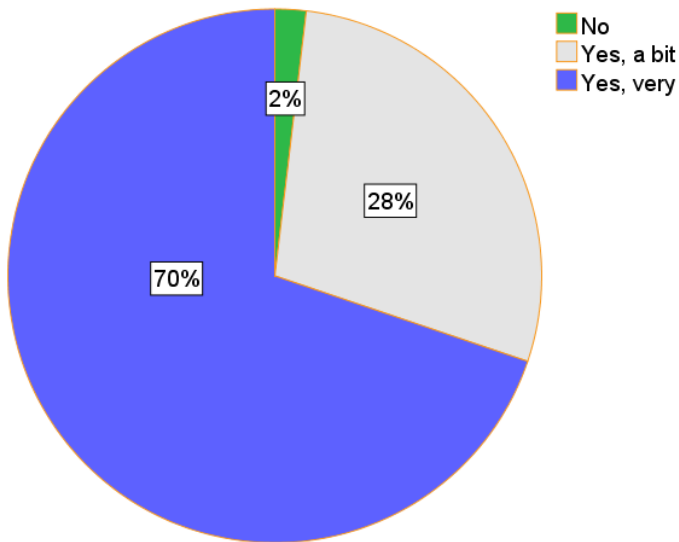
- **It duplicates existing assessment tools and takes too long to do both:** Many workers commented on the extra work involved in using the Justice Star alongside other tools – mainly the OASys tool / comprehensive assessment / CSMA. Some workers felt that the Star was too long to complete in one session. Some clients were asking why they had to complete more than one assessment
- **Dividing up or combining areas:** Some workers felt that areas covered too many separate issues and they should be divided (“Money and Life Skills”, “Drugs and Alcohol”) - or that other areas duplicated each other (“Attitudes and Confidence” and “A Crime-free Life and “Managing Strong Feelings” with the mental health component of “Health”)
- **Additions:**
 - a) The form should include a basic description of the scales and a box for noting down mood/feelings for the day
 - b) Parental relationships were not adequately captured in the broad “Family and Relationships” area.
 - c) “Housing” should take into account stable accommodation that is not their own and “Family and Relationships” should consider offenders who have no desire to resume contact with their family
 - d) There should be an option to record domestic abuse / suicide history and concerns

- **The language used may need refining:** The name of the Justice Star may be considered negative by prisoners. Names of areas could be better aligned with terms used in the offending sector (for example ETE/attitudes/thinking and behaviour/emotional well-being). There are some cases where accepting help is not a useful indication of motivation – for example when an offender wants to resume family contact but has a restraining order
- **Minor changes to make it more user-friendly:** Inputting data was seen as laborious and pointless by some workers. There was also some irritation with passwords and getting PNC numbers for clients.

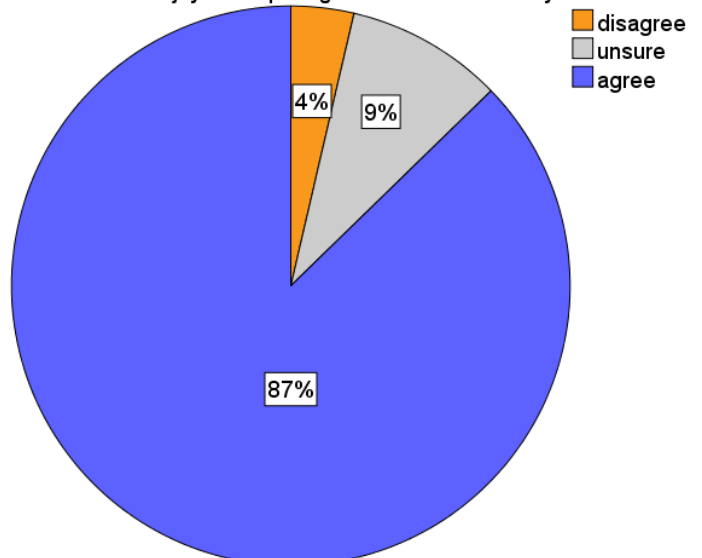
SERVICE USER FEEDBACK (60 clients from 5 organisations)

Service users were very positive about the Justice Star, with the majority agreeing that it helped them to describe how life is for them (93%), and that it provided a very good summary of their current life and needs (70%). Almost all service users said that they enjoyed completing it (87%) and that it didn't take too long (82%).

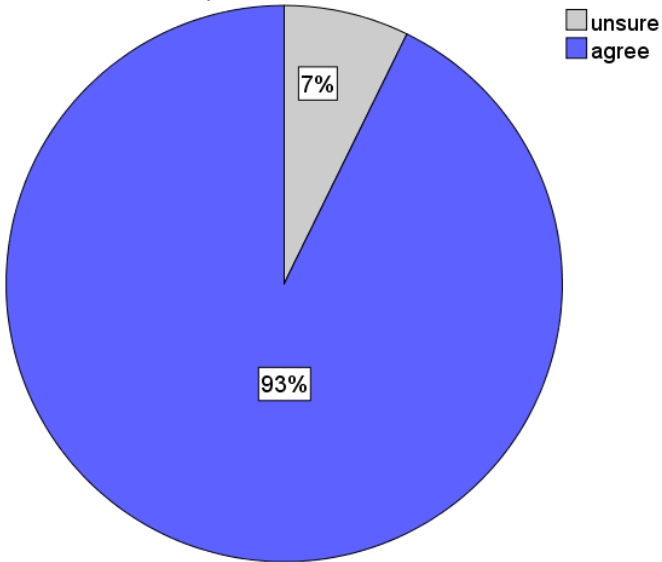
Do you think that your completed Justice Star is a good summary of your life and needs at the moment?



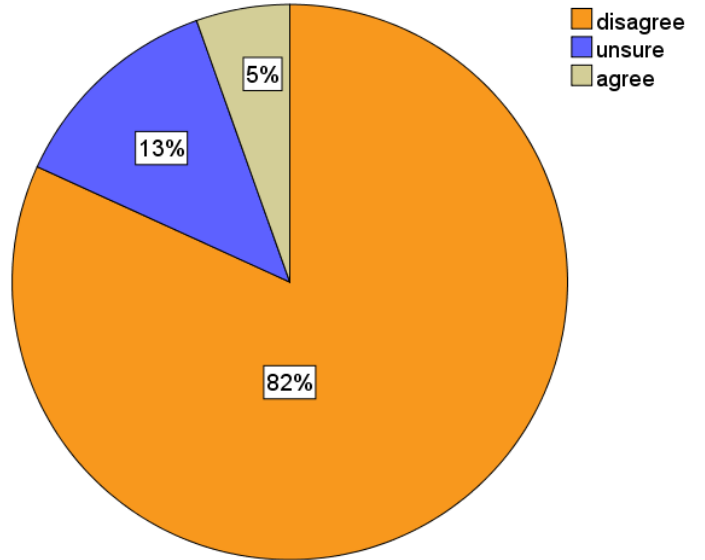
I enjoyed completing the Justice Star with my worker



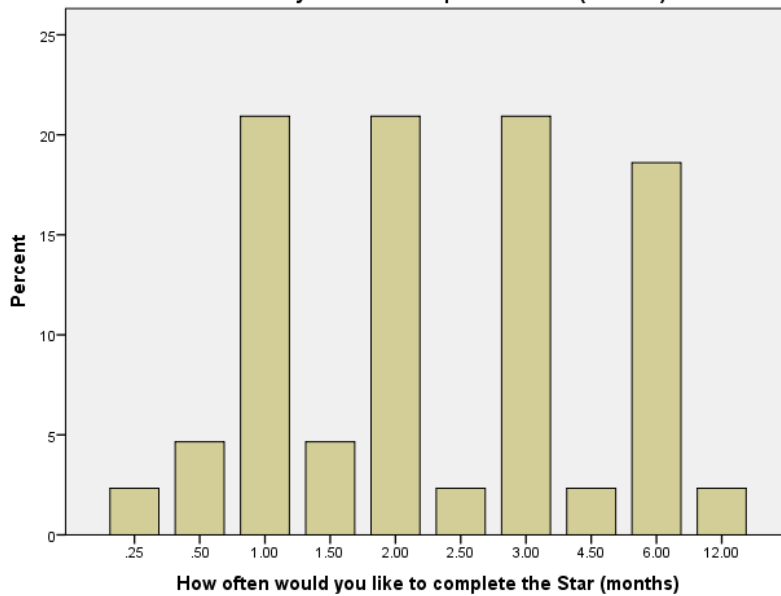
The scales helped me to describe how life is for me at the moment



I found the process of completing the star too long



How often would you like to complete the Star (months)



MEAN = 2.9 months

Summary of open-ended feedback responses

(shown in order of frequency)

What do you like about completing the Justice Star?

- **It showed progress and was helpful for setting goals:** A large number of clients commented that they found it motivating and helpful to see progress in a short space of time. They felt it identified areas that needed working on.
- **It was easy:** Many clients noted that it was easy and straightforward to complete the Star
- **The visual aid was good:** A small number of clients commented that they liked the visual aid.

Clients made very positive comments about completing the Justice Star. Approximately two thirds of clients (41/60) listed what they liked about completing the Star, while only three listed a way it could be improved.

Any improvements you would like to suggest?

The three comments were as follows:

- There should be more in the Star about ways a service user can change
- It was too long to concentrate on the questions
- Physical and mental health should be separated

Appendix 2: Workshop Three detailed feedback on the Justice Star scales

Housing

- Scale works well but suggestion that it is renamed “Accommodation”
- Found there was no need to specify parental home in the scale and only need reference to it being safe and secure
- To some extent worked with long sentences when applied to cells
- Some found it was demotivating for the service user to say that the scale doesn’t apply if they are not getting out soon
- Scale was useful for care-leaver young offenders as it focusses on what is necessary
- Works well with long-term prisoners 18 months before leaving as many are still of no fixed abode at that point
- Also works with chaotic clients at risk of losing accommodation through tenancy rules and neighbours problems

Health

- Too much in it at the moment
- Feedback was to focus more on mental health and emotional well-being and not cover physical health or sexual health
- Put sexual health, exploitation and risk taking in social networks – extending that to include lifestyle
- Add in self-esteem from the “Attitude and Confidence” scale

Money and life skills

- De-emphasise money and be clearer that it’s not about how much money you have/don’t have but about how you budget/manage it
- Include taking care of yourself/physical health from “Health” scale
- Life skills not liked as a name – practical living skills? Living skills?
- Fits less well in custody where there is not much agency with cooking or laundry
- 10 can be that someone can develop the skills they still need without a service, rather than that they have all the living skills

Family and relationships

- Problem scale – need to separate out intimate relationships/partners from other family
- Currently not enough about parenting, or the identity of being a parent even without an active role
- Shouldn’t be about your child’s well-being but about your parenting
- Include extended family in “Social Networks”
- Some feedback that clients found it demotivating when they have no family relationships
- Parenting should cover anyone with caring responsibilities
- Many clients are victims or perpetrators of domestic abuse and this affects the contact they can or can’t have with family, often forever

Social networks

- Change the name of this scale (confusion among young people over social networking etc) and include lifestyle in the sense of risk/who you spend time with
- Mention social media, online friendships
- Include extended family
- Explore whether we can put sexual health here and more on risk/exploitation

Drugs and alcohol

- Works well as a scale
- Some discussion over the name – whether to call it substance misuse or addictions (to include gambling) but general feeling was drugs and alcohol were most important
- Extend to include gambling (and other harmful addictions leading to offending)
- People can make good progress in one area but not the other – this can be covered in training and the notes section, for example when someone stops drinking alcohol which has an effect on reducing alcohol-fuelled violence but replaces it with cannabis
- People substitute one addictions for the other – they reduce one but increase dependence on the other – but this is still a problem
- Debate about capping at 8 if someone is on a methadone script - seen as demotivating and unfair

Meaningful use of time

- Mostly works well as is. Debate over name: some people preferred “positive use of time”
- Problem with phrasing of “if you are a full-time parent or carer, count this as your work” – for some women this is part of the problem. For lots of people ETE is not possible
- Scale is about helping people to feel valued
- Mention volunteering (already there but emphasise in short scales too) and mention balance in activities
- Don't use word “altruistic”

Managing strong feelings

- All liked this scale and found it works well as it is
- Some reported it was the easiest scale for people to identify with
- Scale is about recognising the triggers to offend, perhaps more emphasis of self-harm needed

Attitude and confidence/A crime-free life

- Need combining – currently confusing and leads to duplication
- Confidence is spurious – it was intended to be about confidence to stay crime-free but was interpreted more broadly and some service users dismiss attitude and focus on confidence. Self-esteem is important but should go in “Mental Health and Well-being” scale
- Scale should be primarily about someone views their crime, but important to still include behaviour, compliance with rules and staying within their licence, in and out of custody
- Some services are not keen on people disclosing new crimes as they need to report them
- Some discussion on whether a crime-free life is possible for anyone but came full circle
- Suggestions to peg scale so people can't get to 10 in custody as it's untested – 8 in custody, 10 in community/on parole

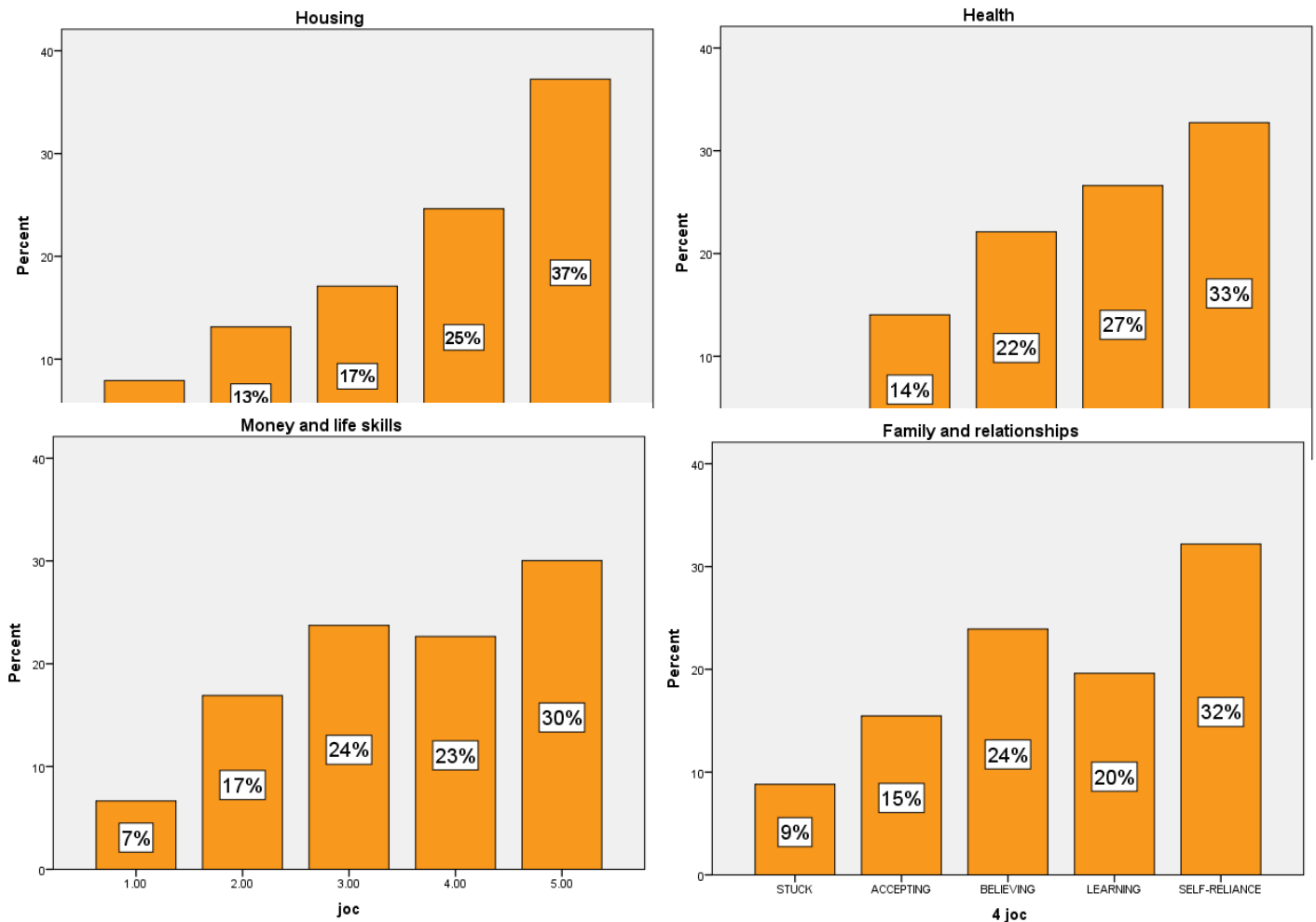
Appendix 3: Inter-item correlations

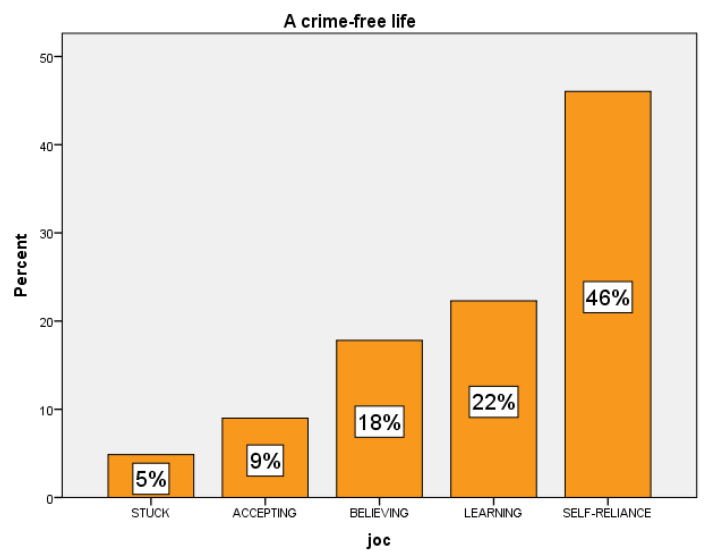
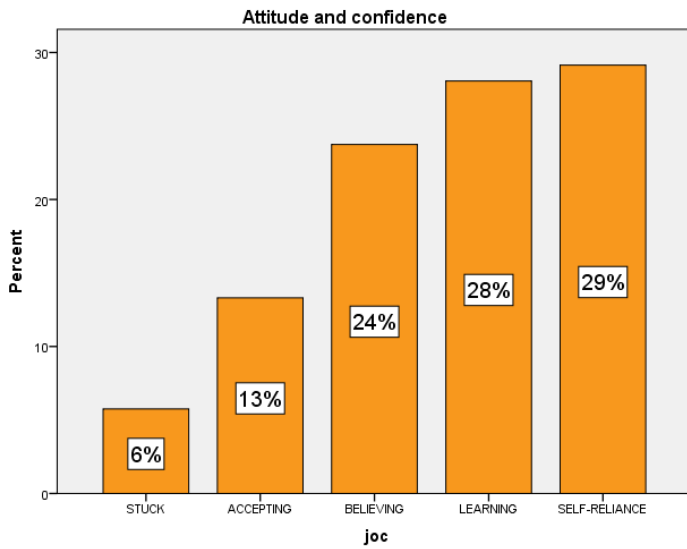
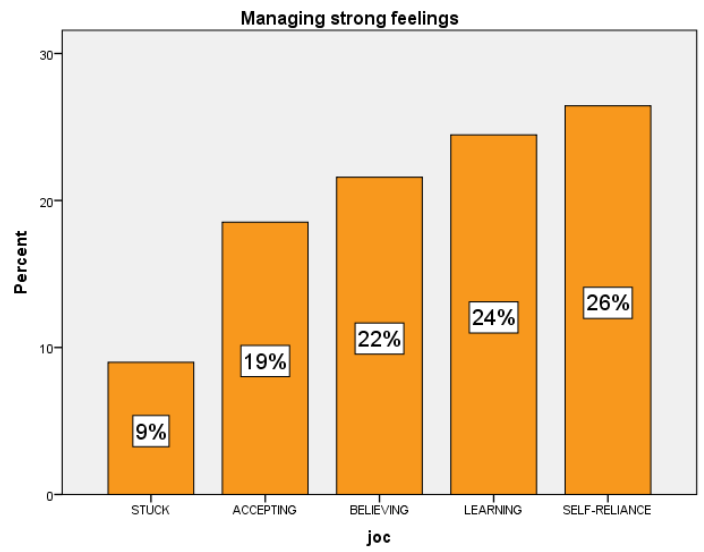
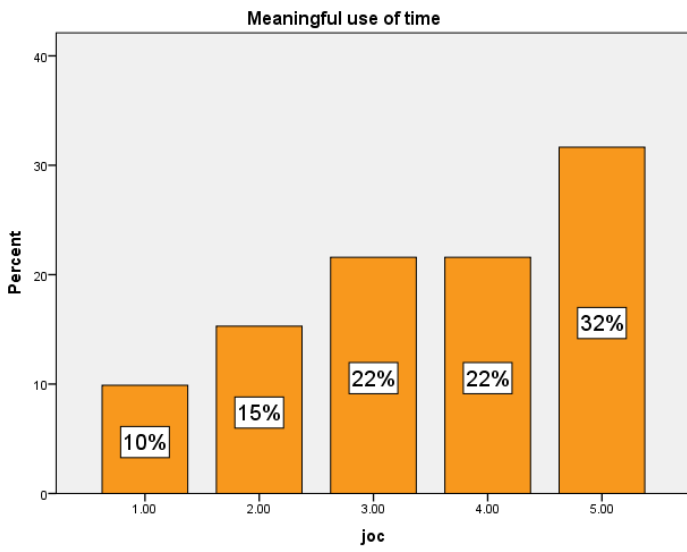
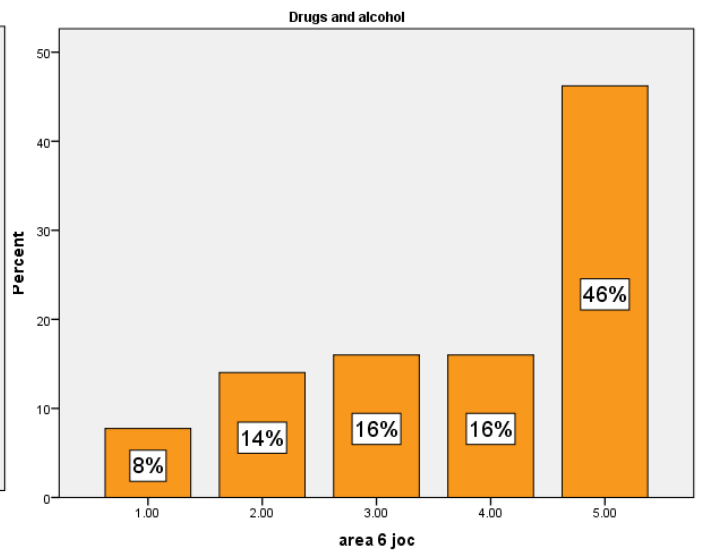
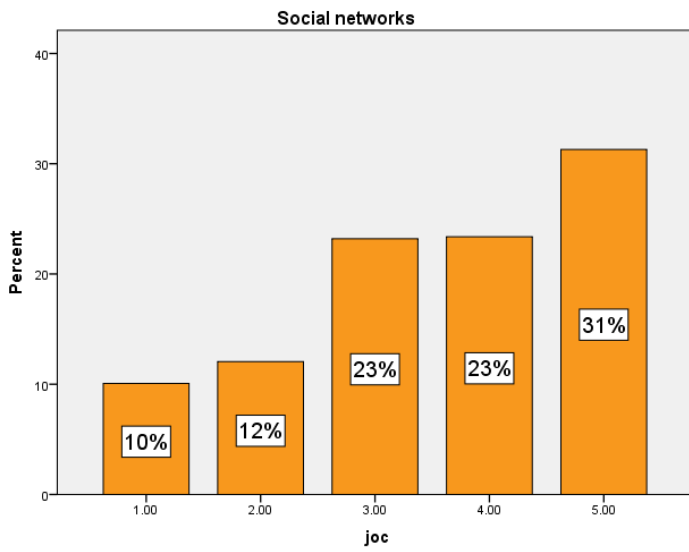
	Housing	Health	Money/Life skills	Family/relationships	Social networks	Drugs/alcohol	Meaningful use of time	Managing strong feelings	Attitude/confidence	A crime free life
Housing		.44**	.50**	.45**	.34**	.35**	.40**	.39**	.40**	.41**
Health			.56**	.52**	.51**	.53**	.58**	.60**	.58**	.44**
Money/life skills				.48**	.54**	.55**	.63**	.53**	.56**	.54**
Family/relationships					.51**	.41**	.49**	.56**	.47**	.48**
Social networks						.43**	.58**	.51**	.53**	.53**
Drugs/alcohol							.61**	.60**	.58**	.60**
Meaningful use of time								.64**	.69**	.61**
Managing strong feelings									.703**	.55**
Attitude/confidence										.60**
A crime-free life										

** Correlation is significant at the 0.01 level (2-tailed).

Appendix 4: Distribution of service users in each Journey of Change stage at their first Star

This data is based on the first Stars completed with 556 service users across 10 organisations. Of these service users, 133 completed a second Star.





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