



Young Person's Star™

The Outcomes Star for young people moving to independent living

“ People really open up and sometimes it leads to whole new conversations

“ Service users really enjoyed the interaction – and there were statistical results!

“ I could feed back to my head office some really impressive results

as made the support plans more imaginative and more individual

“ The Outcomes Star is an invaluable tool for our sector

“ Support is more systematic and structured

e to
l, even
is
needed

“ We have incorporated it into assessment and three monthly reviews

“ It helps identify training needs for staff and volunteers

or

“ We can now assist clients better - we love the Star!

“ Some people can't understand written reports, but can understand this

“ The Star is collaborative, rather than something that is done to people

“ It enables a clear direction for collaborating with a client

olistic approach
l direction to the
port

“ The feedback was overwhelmingly positive and in some cases life changing

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Contact info@triangleconsulting.co.uk

020 7272 8765

Developed by Sara Burns and Joy MacKeith of Triangle Consulting Social Enterprise

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

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:

- 1625 Independent People, Bristol, for their enthusiasm in initiating work with Triangle on the Young Person's Star and being the sole collaborators in the development of the pilot version
- Coram, London, for piloting the Young Person's Star and collaborating in the development
- Newham Borough Council for input and financial support to enable Triangle to complete the Young Person's Star post pilot
- The Shelter Trust in Jersey for further testing and input
- Amaragita Pearse for training and input into the development and Sian Harris for pilot data analysis.

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Introduction

Introduction to the Young Person's Star™

The Young Person's Star is a version of the Outcomes Star, a suite of tools for supporting and measuring change when working directly with people.

The Star is an outcomes tool that enables organisations to measure and summarise change made by a range of people with different needs. It is also a keywork and coaching tool that can help people make changes by providing them with a clear picture of the journey they need to take, enabling them to take manageable steps and plotting their progress along the way.

The original version of the Outcomes Star was developed for the homelessness sector, and tailored versions are now available for a wide range of client groups including parents, people with learning disabilities and women experiencing domestic abuse. For further information please visit the Outcomes Star website – www.outcomesstar.org.uk.

The Young Person's Star has been developed for use with young people aged 16-25 who are moving to independent living, including those leaving care or a young offender institution and those with experience of homelessness.

The Young Person's Star covers eight key areas:

1. Accommodation
2. Work and learning
3. People and support
4. Health
5. How you feel
6. Choices and behaviour
7. Money and rent
8. Practical life skills.

Each of the eight scales follows a **Journey of Change**, where change depends mostly on the young person learning new skills or doing things differently.

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The Journey of Change

The Young Person's Star is underpinned by a model of change that has five stages:

1. At the red stage the young person is **stuck** and not able to live independently. They may be breaking rules or putting themselves or others in danger, and they may be at risk of eviction. They may not believe they can achieve anything with their life or not know how to begin. At this stage no one is offering support, or support is on offer but the young person won't accept it. Perhaps they don't see the point, or feel their problems are too big to cope with. Whatever the reason, things are **stuck**.
2. The first step forward happens when the young person starts **accepting help**. This is the orange stage. It means someone is helping them talk about what is going on and what support they need. If they need urgent help, it is being provided, even if there isn't much visible change. At this stage the worker or other professionals are likely to be driving change, with the young person going along with it but not yet taking the initiative.
3. The yellow stage is when the young person starts **trying to sort things out** by taking the initiative to make positive changes. This is often difficult and lots of things the young person tries may not work, so their motivation and confidence may be knocked. They may give up quickly without support to keep going and keep trying new approaches.
4. At the green stage the young person is **getting there with support**. They are discovering strategies that work for them and making real changes in how they feel about themselves and relate to other people. They are taking responsibility for their actions and want to create a better future, but still need support from a service or at home to maintain behaviours and feelings.
5. The blue stage is when the young person is **independent**. They are able to look after themselves, their home and their money without support from a service. They are coping with whatever turns up and can mostly deal with crises, drawing on their own support networks as necessary. When things go wrong they can bounce back. This isn't the end of the young person's journey, but for now they have what they need.

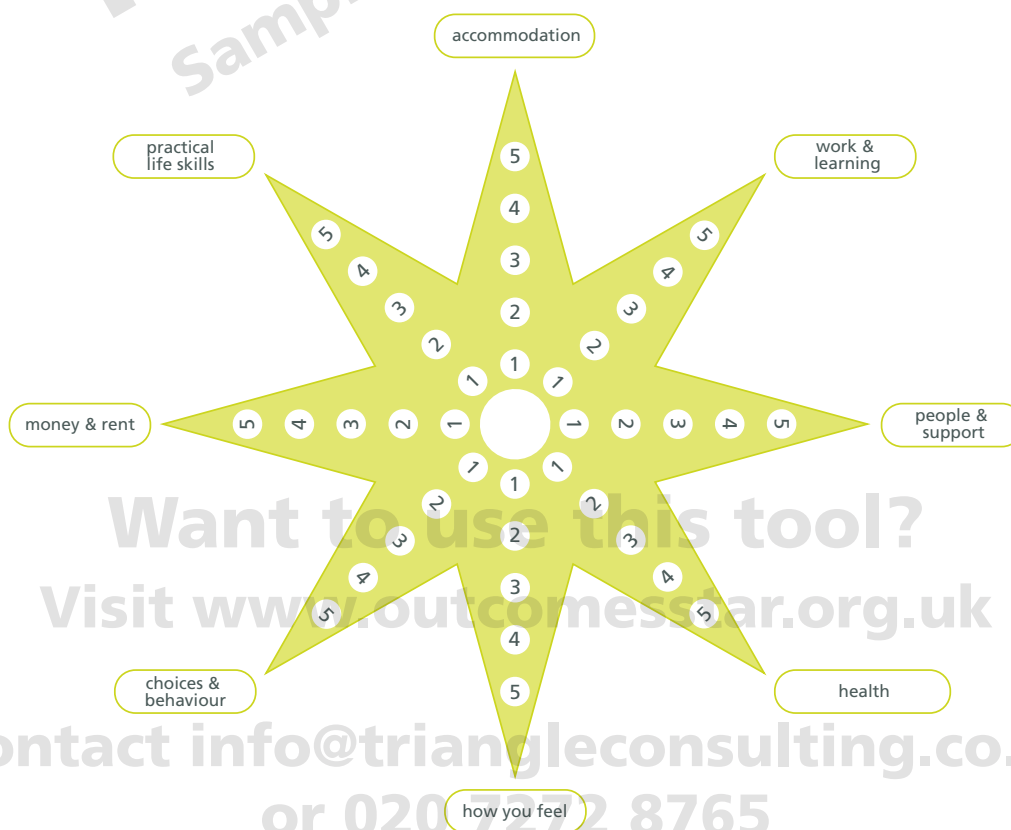


Figure 1: The Young Person's Star

How it fits with other tools

At the time of writing, local authorities in the UK are required to ensure that all young care leavers have a **Pathway Plan**. These vary in format and content but cover similar or overlapping areas to the Young Person's Star. Triangle recommends that local authorities combine the Star and Pathway Plan in such a way that support workers can use the Star directly with young people. This involves identifying questions in the Pathway Plan that are not covered in the Star and asking those alongside the Star in the assessment, avoiding duplication. Workers can then complete the Pathway Plan, maybe after the session with the young person, using information gathered using the Star and additional questions. This is similar to how many UK authorities combine the CAF and Family Star, completing the Family Star directly with parents and using the information gathered to fill out the CAF later. Triangle can advise or work with organisations to combine paperwork in this way and avoid duplication.

It captures all the core information we need from young people but is so user-friendly.

Outreach worker,
Newham Borough
Council Children
& Young People's
Service

There are a number of other relevant Outcomes Stars:

- **My Star** is intended primarily for children and young people aged 7-14 but can be used with young people aged up to 18 and as discussion tool and worker-only assessment for younger children. It is suitable for intensive interventions, with children looked after by the state, in vulnerable families and in therapeutic interventions for bereavement or other issues. Those using the Young Person's Star may have been using My Star before coming to the young person's service
- The **Outcomes Star** for homeless adults (usually aged 25 and above) is sometimes used with young people. The areas covered are similar to those in the Young Person's Star but the descriptions are more detailed and there is less emphasis on work and learning
- The **Youth Star** is for community-based youth services and the Teen Star is for young people involved with substance misuse services. Both assume the children and young people are living at home and therefore don't focus on accommodation.

For local authorities, using a combination of the Family Star, My Star and the Young Person's Star across children's, youth and family services is likely to work well.

Young Person's Star™ resources

There is a range of resources available to help services use the Young Person's Star effectively.

Want to use this tool?
Visit www.outcomesstar.org.uk

Young Person's Star™ Chart and Action Plan

This is a four-page document including the Star Chart – on which the Star reading is marked – a space for notes, and a simple action plan for young people. Workers will need one copy for each young person when using the Star on paper.

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Young Person's Star™ scales

This is a quiz-style document that gives short descriptions of the scale points to help young people discuss and complete their Star with the worker.

Illustrated Journey of Change: the learning to drive story

This is an optional resource that represents the five stages on the Journey of Change visually, using the imagery of learning to drive. It could be used instead of the scales with young people who have difficulty with reading in English.

The Star Online

The Young Person's Star is available online via an intuitive web application called the Star Online. This application allows workers to complete the Star with young people on screen. It incorporates the scales and guidance for workers and young people. There is also a mobile-enabled version for use on smartphones. Alternatively, the Star Online can be used in conjunction with paper versions, with workers and young people completing the Star together on paper and the worker inputting the readings online later.

The Star Online web application is secure and provides a wide range of features allowing organisations to analyse the data that staff have added to the system. It can also create reports and compare outcomes with averages for similar services and client groups. It is available to organisations using the Young Person's Star for an annual licence fee based on the number of workers using the Star.

For more information on the Young Person's Star Online, go to www.staronline.org.uk, where you can sign up for a free 30-day demo.

Training and consultancy

In order to buy a Star Licence and use the Young Person's Star, all workers need training from Triangle or a Licensed Trainer. Triangle provides a range of consultancy support and in-house training courses, and runs a licensed trainer scheme for those wanting to cascade training within their service. For further details, please visit www.outcomesstar.org.uk – or email training@triangleconsulting.co.uk. Most organisations can also benefit from consultancy support with the implementation process.

This Organisation Guide

The remainder of this introduction presents the theoretical foundations and development process of the Young Person's Star.

Part one is for those in a management role and provides guidance and good practice examples in implementing the Young Person's Star across a project.

Part two presents guidance for workers using the Young Person's Star with young people.

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Outcomes Star™ website

The Outcomes Star website – www.outcomesstar.org.uk – contains information about all versions of the Star along with supporting information. Specific areas covered by the website include:

- How the Star was developed
- Research and validation of the Star
- What people say about using the Star
- Good practice on implementation
- Use of Outcomes Star data for outcome measurement
- Use of the Star as a keywork tool
- Information for commissioners on using the Star.

Not for use
Sample for information only

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Theoretical foundations

Values and assumptions underpinning the Outcomes Star™ and the Young Person's Star™ in particular

New approach

The approach underpinning the Outcomes Star family of tools is, we believe, an original approach to assessment and outcomes measurement. It can be described as Participatory Assessment and Measurement because it draws on and extends Action Research and Participatory Action Research, both of which place empowerment, collaboration and integration at the core of research methods¹. In the same way, the Young Person's Star seeks to empower young people within a collaborative process of assessment and measurement that is integrated with support work, rather than being a separate activity.

Empowerment

Underpinning the Young Person's Star is an understanding that, for young people, positive outcomes depend not only on their **external circumstances**, but also on the skills and attitudes they bring to the challenges they face – often referred to as **resilience**. For that reason, the Young Person's Star both measures their external circumstances and looks at how they are responding to those circumstances. Measuring and supporting the development of resilience in young people has been shown to be a key factor in enabling them to thrive, sometimes in spite of their circumstances. This is a more empowering frame of reference for keywork and measurement than approaches that only deal with circumstances, which are often outside the young person's control. The Young Person's Star focuses the attention of both service provider and young person on what they can do together to develop the motivation, beliefs and skills the young person needs.

Those using versions of the Outcomes Star report that it provides a more empowering context, where people are able to be active participants in the process rather than having assessment done to them. The Young Person's Star involves young people in their own process of change – and in the validation of their experience and perceptions – which is often critical to helping them make the changes they seek². Even for those not able to participate actively, because they have other needs, the Young Person's Star is compatible with person-centred planning.

Collaboration

When using the Star, the worker and young person assess the young person's needs together. Young people base their assessment on their knowledge and understanding of themselves, and workers utilise their experience of working with other young people generally, and their observations and reflections on this young person's behaviour in particular. The intention is that the assessment emerges through a dialogue between young person and worker and this may include both participants shifting their views. In this regard, the Young Person's Star is neither a young person-only self-completion tool nor a worker-completion tool – it is collaborative.

1 O'Brien, R. (2001) "An Overview of the Methodological Approach of Action Research" in Roberto Richardson (ed.) *Theory and Practice of Action Research*, Joao Pessoa, Brazil: Universidade Federal da Paraiba (English version)

2 Burns, S., MacKeith, J. and Graham, K. (2008) *Using the Outcomes Star: Impact and Good Practice*, London: Homeless Link

The Young Person's Star makes the model of change explicit and the information that is collected – the Star reading – is immediately presented back to the young person in the form of a completed Star. This makes it possible for the young person and worker to take an overview together and reflect together on the completed Star as a basis for deciding what action to take next.

This contrasts with extractive approaches to assessment and measurement, in which the worker, in the role of expert, collects data from the young person and takes that data away to make an assessment on their own. The expert may then decide what course of action is most appropriate and try to persuade the young person that this is the best way forward for them.

Integration

The process of completing the Young Person's Star is an integral part of the journey, both for young person and worker, and it is intended to support as well as measure change. Completing the Star, engaging with the model of change and reflecting on the data presented on the Star can, in and of itself, result in a change of attitude within the young person. The process can have a similar impact on the worker. As a result, measurement is fully integrated into the keywork process, rather than being a separate activity that takes the worker away from interacting with the young person. In addition, discussions about where a young person is on the Outcomes Star scales and Journey of Change naturally lead to thinking about next steps and action planning. This is why it is recommended that the Young Person's Star is used as an integral part of coaching, mentoring or other support techniques.

This contrasts with traditional approaches where collection of data is seen as a separate process to intervention, and may be regarded as intrusive by workers and young people.

How the Young Person's Star™ was developed

The Young Person's Star was initially developed by Triangle in collaboration with 1625 Independent People in Bristol. Later, Coram and Newham Borough Council joined the collaboration and the Shelter Trust in Jersey carried out additional testing. The Star was formally piloted by 1625 Independent People and Coram for over a year. Newham Borough Council collaborated with finalising the Star after the pilot.

As with all versions of the Outcomes Star, the methodology was based on Action Research³ and the Existential Phenomenological research method⁴. 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 being researched and the meaning of the experience for them.

It is easy for the young person to take ownership of.

Outreach worker,
Newham Borough
Council Children
& Young People's
Service

3 O'Brien, R. (2001) "An Overview of the Methodological Approach of Action Research" in Roberto Richardson (ed.) *Theory and Practice of Action Research*, Joao Pessoa, Brazil: Universidade Federal da Paraíba (English version)

4 McCall, R. (1983), "Phenomenological Psychology", Madison, The University of Wisconsin Press, Wisconsin

The Young Person's Star development process consisted of three main stages:

1) Data gathering

An initial one-day workshop was held in Bristol in September 2011, with a working group comprising young people, managers and workers from services run by 1625 Independent People in the South West. The workshop explored the following key questions that are common to all versions of the Outcomes Star:

- What are the main areas in which the services are seeking to create change? These areas become the points of the Star
- What is the desired end point of the change process? This becomes the end point on the model of change that underpins all the scales
- What model of change describes the steps that young people take on the journey towards that end point? This is described in a series of steps showing a clearly discernible, qualitative difference between each step of the journey
- A range of techniques were used to draw out participants' experience and knowledge including:
 - Using an Outcome Triangle tool to identify the overall aim of services, the specific changes they are trying to bring about, and the activities the service carries out to achieve these changes
 - Bringing to mind an individual young person who has undergone a substantial change and identifying the key areas of change for that person
 - Structured questioning exercises to draw out the steps, one by one, in each outcome area. The focus with this session is on concreteness, drawing out information about the signs of change in detail.

2) Data analysis and the development of the draft Young Person's Star™

Triangle compiled all the material gathered at the workshop and reviewed it to allow meaning and common strands to emerge. Material used by participating services was borne in mind, along with other versions of the Outcomes Star, but the raw data was allowed to speak for itself rather than organised according to existing models or frameworks. On the basis of this material, a draft version of the Young Person's Star was developed.

3) Consultation and piloting

Through an iterative process of sharing, listening, refining and sharing again, the outcome areas, the Journey of Change and the descriptions of the steps towards change within each outcome area were refined until they resonated with the support workers and managers participating in the development process. This process had the following steps:

- A second workshop was held in November 2011. Here, the first draft of the Young Person's Star was presented and workshop participants were encouraged to try it out. Feedback was gathered and, in light of this, improvements were made and a prototype version was developed for piloting.
- Workers and young people at 1625 Independent People and Coram tested the Young Person's Star pilot from January 2012 to October 2013 gathering feedback questionnaires and Star data for analysis by Triangle. The pilot was originally intended to last six to eight months but was extended due to delays securing further collaborators to provide the funding necessary to complete the Star. The Shelter Trust in Jersey tested the Star for the final four months of the pilot period.

- Final workshops took place at 1625 Independent People and Coram in November 2013, where the results of the pilot were reviewed. There was also a training day and consultation session with workers at Newham Borough Council. Participants shared their experiences of the Star, and the value and meaning of the data generated.
- Further revisions were subsequently made to the Young Person's Star. The final stage involved editing and designing to ensure that the tool was clear, accessible and user-friendly in advance of the first edition being published.

The pilot process and findings

The pilot version of the Young Person's Star had seven scales and pilot data was gathered from 144 young people who completed two readings (though more completed one Star). The pilot explored three aspects:

1. The process of using the Star with young people
2. The pilot data and extent to which the Star showed change
3. Any changes needed to the Star scales.

1. Pilot feedback on the process of completing the Star™

The key points fed back at the end of the pilot workshop about the experience of workers using the tool were:

- The Star allows them to open dialogue around different aspects of the young person's life
- It informs discussion about why there might be a difference of opinion over where the young person is at
- It gives young people more control
- It allows discussion about where the young person is at, where they are heading and the actions needed to get to the next point.

Quotes from workers included:

You can take the role of guide rather than of lead.

Visual, not challenging to people with literacy issues.

Gave me lots of information and direction.

Encourages dialogue and engagement.

More interactive and less formal.

Highlights the priorities for the young person and the support worker.

Young people more willing to take control.

Gave me more understanding.

Empowers the individual.

Many comments from young people focused on how the Star helped them to reflect on where they were, and what actions to prioritise. A number also spoke about:

- How much more involved they felt

- How much easier it was to understand
- How it made them feel good about themselves.

Quotes from young people included:

It motivates me because I can see the progress I am making.

I get a chance to say how I feel and how I am coping.

The Star gives me a chance to voice any problems I may have.

It's helping me to plan my priorities.

It isn't boring, the Star is creative.

It helped me in realising my strengths and areas I need to make changes in.

It's straightforward and easy to understand.

The Star made me feel good about myself.

Young people also felt they were listened to during the development of the Star and that all the changes they recommended had been implemented.

2. Pilot data highlights

144 young people completed the Star twice during the pilot. Star data for 100 young people at 1625 Independent People and 44 young people at Coram was analysed using a simple spreadsheet developed by Triangle. The highlights of the 1625 Independent People data were:

Overall change

- 65% (65) of the young people showed an increase in their overall reading on the Star
- 26% (26) of the young people showed no significant change in their overall reading and 9% (9) slipped back
- The overall average increased from 3.2 to 3.6 during the pilot period.

Areas of greatest and least change:

- The greatest change was in Work and Learning (called Work, Training and Education in the pilot version), with an average increase of 0.6
- There was also a significant shift for both Accommodation – the key area of focus of the Star and the services involved – and Health. In relation to Money (now called Money and Rent) the overall extent of the shift was smaller, but still over half of the young people (52%) showed an improvement
- The smallest change was recorded for a scale called 'Confidence and Coping' in the pilot version, which was later replaced.

It makes you think and talk with the young person and really see where they are at.

Practice Manager,
Newham Borough
Council Children
& Young People's
Service

It's all the right size and length, and thought-provoking.

Outreach worker,
Newham Borough
Council Children
& Young People's
Service

3. Pilot feedback on changes needed to the Star™ itself

The most substantial change made to the Star as a result of pilot feedback was to delete a scale called 'Confidence and Coping', which feedback revealed was open to interpretation. It was intended to explore resilience but many workers used it for practical coping, so emphasised life skills instead. This was felt to be important so the scale was replaced by two more specific scales in the published version – How you Feel and Practical Life Skills.

Other scales were tweaked in response to feedback collated across the pilot and test sites, including:

- Adding to points 1-2 in the Accommodation scale that the young person might be in custody at the time the Star was completed
- Avoiding the term 'meaningful occupation' throughout the Work and Learning scale as it could not be objectively defined, and clarifying that young people who are carers are normally also encouraged to move toward work and learning
- Further clarifying in the People and Support scale that the main shift is from dependence on professional support to informal support from friends, family and the community
- Emphasise more that in the Health scale the focus is on young people taking responsibility for their physical and mental health, not how fit and well they are
- After some debate we clarified that a young person using illegal drugs could not be at 5 on 'Choices and Behaviour' because they were breaking the law even if the drug use was not doing them more harm than another young person's alcohol use.

Validity and reliability of the Outcomes Stars™

All versions of the Outcomes Star are thoroughly tested to ensure that the outcome areas, scale descriptions and Journey of Change are meaningful and helpful to service users, front-line workers and managers (these aspects are formally known as 'face validity' and 'acceptability'). They are also tested for relevance to key government outcome and policy frameworks.

Where the Star has been tested for internal coherence and item redundancy (ensuring all the outcome areas are required and relate to each other), convergent validity (relationship with other measures) and test-retest reliability (the consistency with which scale points are chosen over time), the results have been very positive. However, the findings have indicated that data may be more reliable if the same worker completes the Star with the service user each time. This is also desirable in terms of continuity for the service user. It is also important to provide training to support consistent use and frequently review Star readings in supervision and team meetings, as recommended in the Organisation Guide. If you would like to test the consistency of your workers' use of the Star please email us at info@triangleconsulting.co.uk to find out how we can support you. For more information about research, validity and reliability, please visit www.outcomesstar.org.uk.

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Part one: Implementing the Young Person's Star™ in your project

Implementing the Star effectively, and achieving the full benefits of using it, takes time, continuous attention and a commitment to following the process through and addressing issues as they arise. For these reasons, we strongly recommend that the introduction of the Young Person's Star be led from the top. Only in this way will the Star receive the profile and backing it requires for developments to be co-ordinated across a service. We also recommend nominating champions within projects and setting up an implementation group to oversee the introduction of the Star.

The rest of this section covers a checklist of eight steps for introducing the Star into your project. Many organisations find it helpful to have continuous support with planning and implementation, in addition to Triangle's essential training for workers and managers, and the Star Online web application. To discuss your needs and the option of a bespoke implementation package, please email Triangle at info@triangleconsulting.co.uk.

1. Review your reasons for introducing the Young Person's Star™

There are a number of reasons why organisations decide to introduce the Young Person's Star.

Internal reasons:

- They want to take an outcomes approach to their work in order to measure success for individual young people, services and the organisation as a whole, and use this information to inform their service delivery
- They feel it will improve the support they provide to young people.

External reasons:

- To demonstrate the value of the service to funders or commissioners
- Because a funder or commissioner requires that they use the Star as a condition of contract.

Triangle's experience and research indicates that implementation is smoother and satisfaction is higher when organisations are motivated primarily by internal reasons. Even if you are introducing the Star for external reasons, we recommend that you adopt it in the spirit of learning and service improvement and capitalise on the internal benefits too.

My advice is to see the implementation of the Outcomes Star as a change management process. It is vital to communicate to keyworkers how it will help them to do their job and that it will help the organisation as a whole to make its case to the outside world. It is also vital to integrate the Star fully into keywork processes and training.

Manager at St Mungo's Refers to the Outcomes Star for Homelessness

It isn't boring, the Star is creative.

Young person

The Star gives me a chance to voice any problems I may have.

Young person

Want to use this tool?

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2. Check that the Young Person's Star™ is suitable for you

Firstly, you will need to be confident that the Young Person's Star is the right tool for your service. There are two key questions that will help you do this.

i) Do you provide one-to-one ongoing support for young people?

The Young Person's Star is designed to be used in situations where a young person and worker are engaged in a one-to-one support relationship over a period of time. We would suggest at least six weeks. It may also be possible to use it with young people in a group, provided there is some one-to-one time. If you only see a young person once or twice, for a short period of time, or have little or no one-to-one contact with them, it is probably not suitable for your service.

ii) Do you work holistically with young people?

The Young Person's Star is holistic, covering all the key aspects of life, and is designed to help you and the young people you work with assess the changes they are making in their attitudes, behaviour and skills across all these areas. If your service focuses on one or two areas, for example specific learning difficulties or some therapeutic interventions, the Star will not be suitable. However, it should work well if you are aiming to support young people in most, but not all, of the Star areas. If your service focuses on areas that are not in the Young Person's Star, you can assess a young person's progress towards these goals in another way alongside the Star.

If you have answered yes to these two questions, it is likely that the Young Person's Star will be appropriate for your service. If not, you may wish to contact Triangle to discuss how to proceed. For example, if you provide activity-based youth services for young people living with their parents or carers, the Youth Star may be a better fit. If there is currently no version that fits your service adequately, please contact Triangle to enquire about the latest versions in development, or the possibility of working with us to create a new version to meet your needs.

Organisations are not permitted to make changes to the Star under the terms of copyright for the tool. For more information, please refer to the copyright statement on page two of this guide or the Outcomes Star website www.outcomesstar.org.uk.

Steps three, four and five below should be considered at the same time.

3. Run a pilot – try it out

Some workers may be resistant to the introduction of the Star, with understandable concerns about finding the time or introducing an additional tool or measurement. This was certainly the case at the start of the pilot. It may be advisable to pilot the Outcomes Star before rolling it out across your organisation. The benefits of running a pilot are:

- It enables you to test how the tool works for you in practice
- It helps you to answer the practical questions set out under point four below about how to integrate the Star into your ways of working prior to full implementation
- If it goes well, it creates a demonstration project and results in staff with experience of using the Star who can reassure, motivate and train others

- If there are problems, these can be addressed before the Star is rolled out across the organisation.

Research on the implementation of the Outcomes Star found that there was resistance from workers in more than half of the 25 organisations included. However, in nearly all cases this was quickly overcome. The following are examples of tried and tested options for addressing worker resistance effectively:

- **Taking time to allow people to realise the benefits** so that workers see the Star as something that makes their job easier and better, rather than simply another administrative loop
- **Allowing people to express reservations and ask questions.** The Star represents a significantly new way of working and people may need to have their concerns and questions heard and addressed
- **A flexible approach at first.** Allowing the more willing and enthusiastic workers to give it a try can work well. If these workers come back to the team with positive experiences, this can enthuse others. In addition, feedback from the young people and from other professionals can provide invaluable concrete evidence of the benefits and popularity of the Star, and offset fears that young people won't engage with it
- **Involving young people in the process, where possible.** This not only means that young people using the service understand and have a say in what is happening, but their enthusiasm also adds credibility and legitimacy to the use of the Star within the service.

4. Integrate the Young Person's Star™ into your ways of working, paperwork and IT

The Young Person's Star works best as an integral part of the process of working with a young person, with Star readings linked to reviews. It is important that the Star is fully incorporated into this process so that it does not unnecessarily duplicate other discussions, paperwork or IT. This probably means you will need to amend existing ways of working.

How will the information be recorded and summarised?

Stars can be completed with young people on paper, using the Star Chart and Action Plan, or online, using the Star Online. This web application, run by Triangle, is available for an annual licence fee. The Star Online enables you to record Star readings, notes and action plans on screen, and analyse your outcomes data at individual, caseload and service level. It also enables you to summarise outcomes across a number of services and to compare services both within your organisation and nationally.

Workers were unsure at first, but my approach was to give the Star to those workers likely to be most open and encourage them to have a go. Almost immediately, positive feedback from those workers and their service users encouraged others to try it too.

Manager,
Croftlands Trust
Refers to the
Homelessness Star

The Star Action Plan stimulates discussion and highlights the priorities for both the young person and the support officer.

Support worker,
1625 Independent
People

It's straightforward and easy to understand.

Young person

Contact info@triangleconsulting.co.uk
or 020 7272 8765

Where laptops, iPads, smartphones and other mobile devices are available, young people may find the interactive experience of completing the Star Online more engaging than using the paper version. A notable advantage of online completion is that the data is simultaneously captured, eliminating the need for data entry later, and providing immediate, up-to-date, service-wide reports for analysis. Visit www.staronline.org.uk to sign up for a free demo, or contact info@triangleconsulting.co.uk with any questions.

It is sometimes also possible to use data gathered with the Outcomes Stars on recognised IT systems, or to integrate the Outcomes Star with other software, using the Star Online's integration system. To find out more about the process, licensing and set-up costs call 020 7272 8765 or email info@triangleconsulting.co.uk.

If you use paper-based files, it is advisable to keep a copy of each Star reading and accompanying notes on the young person's file. They may also want to have their own copy. The Star is not intended to increase the amount of paperwork that young people and workers need to complete. If the Star Action Plan is used, this should be instead of any existing action plans, and services should explore other ways in which the Young Person's Star might fully or partially replace existing paperwork.

When to use the Young Person's Star™

It is up to your organisation to set a policy specifying when young people should complete the Star and how that fits with other processes. This policy may depend on the length and intensity of a service. For most types of service, we recommend a first reading at the point of developing an action plan, once there is some relationship. If it is done at a first meeting or very early on, it works better where the worker already has some information about the young person.

There is a balance between getting to know a young person and the need to record an accurate start point before too much change happens. If a young person is not willing or able to engage in meaningful discussion of the Star areas early on, workers can complete a worker-only initial reading to provide a baseline. This can be recorded as such on the Star Chart and when entering the data on the Star Online.

It is usually most effective to repeat the Star around every three months, linking it to action plans or reviews. Comparing the first and last Star will give a clear picture of the outcomes for that young person. Using the Star in services of less than six weeks in length is not recommended.

5. Train staff to use the Young Person's Star™

The Star will only be as good as the workers who use it, and it is essential that all members of staff working directly with young people receive training. This is provided by Triangle or a Licensed Trainer – see the resources section of this guide for details. Training is a condition of the Star Licence.

It is important to make clear how the Star fits with other initiatives and training that staff have received. For example, if your organisation uses Motivational Interviewing, it will help workers if you can integrate the Star into this approach. For example, Triangle's two-day Outcomes Star and Keyworking course includes a focus on Motivational Interviewing.

Effective use of the Star requires that those using it are skilled in working with young people and confident in appropriately challenging and supporting a young person and/or their family to change. Introducing the Star may be an opportunity to review the training needs of your staff in this area and address any outstanding concerns. Email training@triangleconsulting.co.uk for details.

or 020 7272 8765