

Getting Your Advice Service Ready For Commissioning



A briefing for managers of youth advice services

The national membership organisation for young people's information, advice, counselling and support services (YIACS)

About Youth Access

Youth Access is the national membership association for a network of nearly 200 youth information, advice and counselling services.

Through its members, Youth Access is one of the largest providers of youth advice and counselling services in the UK, dealing with over 1 million enquiries a year on issues as diverse as sexual health, mental health, relationships, homelessness, benefits and debt.

Youth Access provides the training, resources, research, campaigning and other infrastructure support to ensure high quality services exist to meet young people's diverse needs.

For more information, including a national directory of youth information, advice and counselling services, go to www.youthaccess.org.uk

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1. Introduction

This briefing is intended as a resource for the managers of **youth advice services**. It is particularly concerned with the provision of advice to meet young people's **social welfare needs**, i.e. advice services to tackle rights-based issues, such as housing, homelessness, benefits and debt.

Under the new **Children's Trust arrangements**, Government expects a radical change in the way local authorities assess needs and procure services. The shift to a commissioning model of public services for young people has consequences for local authorities and other statutory service commissioners, such as health, as well as service providers across all sectors.

This briefing will:

- ✓ Give an overview of the policy context within which advice services for young people are currently operating.
- ✓ Outline the planning and commissioning process that should determine the future delivery of services for young people.
- ✓ Help you to prepare your agency for working in this new environment by suggesting action you could take that will improve your chances of being commissioned.
- ✓ Highlight key evidence and resources you will need to support your case for the commissioning of social welfare advice services for young people.

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2. The Policy Context

Youth policy (i.e. impacting on 13-19 year olds and up to 25 years for those with a learning need or disability) is now shaped by two overarching areas of Government policy – Every Child Matters and Youth Matters.¹ The key delivery vehicle for securing the future of local youth provision is via local Children’s Trust arrangements led by local authorities. Children’s Trusts are responsible for leading the planning and commissioning of all public services for children and young people across a locality.

From 2008, local authorities, through Children’s Trusts, are expected to have in place structures and systems to provide new **integrated youth support and development services**. These new arrangements will support the delivery of three areas that constitute the core of the local ‘youth offer’: **positive activities, information, advice and guidance (IAG)** and **targeted youth support (TYS)**.

IAG and TYS are likely to be the main aspects of the local ‘youth offer’ that youth advice agencies will want to contribute to. It therefore means that organisations providing information and advice services to young people and wishing to be part of local commissioning activities will need to understand the local planning and commissioning processes related to IAG and those related to TYS (where these exist).

Information, Advice and Guidance

In 2008 responsibility for the commissioning of IAG and the funding that goes with it was devolved from Connexions Partnerships to local authorities. Government is committed to the delivery of better IAG services for young people. The main mechanism for securing this improvement is via new national **IAG quality standards**² which came into force from April 2008.

¹ All documents relating to these policies can be found at www.everychildmatters.gov.uk

² *Quality Standards for Young People’s Information Advice and Guidance*, Department for Children Schools and Families, October 2007. A **User Guide** includes briefing notes to help the different potential users of the standards, including VCS organisations, to apply them to their organisations. **Case Studies** provide examples of how the

Resource tips are available from www.youthaccess.org.uk/advice-commissioning-useful-links.cfm

The national IAG standards have a two-fold purpose. They are to be used as:

- the basis for service commissioning, i.e. to be used by local authorities in planning and commissioning services; and
- a tool to measure quality of service by individual providers, including schools, colleges, Connexions, youth centres and information, advice & counselling services

Importantly for youth advice agencies the standards are intended to secure improvements in IAG, not just on careers, education and training, but also on other issues that concern young people, including housing and money. The Government’s intention is to promote more collaborative, comprehensive and coherent approaches to IAG in all areas of young people’s lives.

Targeted Youth Support

The provision of TYS³ is aimed specifically at *“vulnerable young people likely to need help and opportunities from a range of different agencies and who have the most to gain from a timely, coordinated and effective response”*. This is likely to include young people with poor mental health, learning difficulties, behavioural problems and persistent absence or exclusion from school.

The shape of TYS in each area will reflect the local context, and in particular the views, experiences and needs of vulnerable young people. Services involved in TYS may include youth services, health services, VCS, Connexions, drugs and alcohol services, sexual health services, teenage parent support services, counselling services, IAG services, housing support services and youth offending services.

At the local authority level the commissioning of services to meet young people’s social welfare needs may be through a combination of IAG and TYS funds. It is therefore crucial that youth advice services understand the mechanisms for planning and commissioning both.

standards are being met in practice: <http://www.everychildmatters.gov.uk/iag/>

³ *Targeted Youth Support: A Guide*, Department for Education and Skills, 2007.

Community Legal Service (CLS)

Mainstream policy and funding for legal advice on social welfare issues like housing, benefits and education, is driven by the Legal Services Commission (LSC). The LSC's current strategy for the CLS⁴ envisages legal advice for vulnerable groups (including young people) being largely provided via outreach services delivered by large mainstream Community Legal Advice Centres (CLACs) and Community Legal Advice Networks (CLANs). The LSC plans to negotiate directly with local authorities to decide on the future local pattern and funding of advice services and hopes to persuade local authorities to align their advice funding with legal aid in the new CLACs and CLANs, which would replace existing services. It is not clear, however, how the LSC's move to an integrated model of social welfare law will operate within the context of Children's Trust arrangements, if at all.

Reforms underway in the CLS, including the move to CLACs and CLANs and changes to legal aid, have the potential to make mainstream advice services even less accessible to young people, but there is scope for YIACS to influence the commissioning of advice services by local authorities by using Youth Access' national evidence to argue that more mainstream advice funding should be targeted at meeting young people's specific needs.

This is an uncertain time for youth advice agencies. Many local authorities have already made plans and transitional arrangements with their local Connexions Services, including committing funding for up to three years! A number of authorities are, however, struggling to meet the challenges required to be in place by 2008.

Any steps your agency takes now to prepare for the various policy shifts outlined here will still be helpful. It is important to remember that this is a period of ongoing change, so making sure you are part of local networks will help you to be up to speed with local developments. Youth Access will keep you updated on further national developments as they emerge.

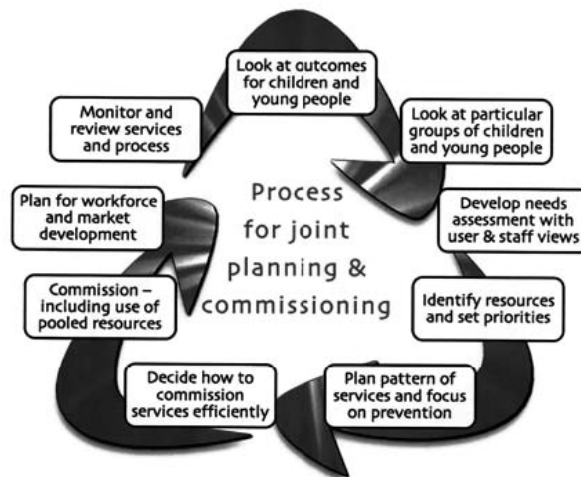
⁴ *Making Legal Rights a Reality - Strategy for the Community Legal Service*, Legal Services Commission, March 2006.

3. The Commissioning Process

*'Joint planning and commissioning is a tool for children's trusts – to build services around the needs of children and young people – and to deliver their outcomes most efficiently and effectively'*⁵

The Government's stated intention for the pooling of public resources to enable better planning and commissioning of all services for young people is supported through the **Joint Planning and Commissioning Framework for Children, Young People and Maternity Services**. The framework is designed to help local planners and commissioners develop a unified system by setting out a nine-stage step-by-step process for joint planning and commissioning.

Figure 1: The Nine Step Joint Planning & Commissioning Process



As set out in Figure 1, the commissioning process involves a number of steps to be led by commissioners, including:

- assessing local children and young people's needs and the current outcomes achieved;
- identifying funding and resources available and developing pooled budgets where appropriate; and
- setting priorities and planning an appropriate pattern of services to meet the identified need and achieve improved outcomes.

Increasingly, services should be commissioned that focus on prevention and early intervention – which, in theory, should place youth information, advice and counselling services (YIACS) in a strong position.

The framework suggests that Children's Trusts should consider all viable options for delivery, including smaller providers in the voluntary and community sector – although there are concerns that in practice local authorities may decide it is easier to commission fewer larger services that appear to offer economies of

scale and with which it may appear easier to contract.

It is expected that services will be increasingly commissioned from pooled resources, including finances, staff, premises and IT. Local Area Agreements bring together all local authority and some health budgets into a single pot for children and young people. It is, however, anticipated that this joint budget partnership could take some time to develop locally.

The results of self assessment, Annual Performance Assessment and Ofsted Joint Area Reviews (JARs) will be used to establish if a Children's Trust is delivering good outcomes. Results will be used to determine which commissioned services are working well and how well the Children and Young People's Plan is being implemented.

Throughout the commissioning process, it will be vital not only that YIACS are able to demonstrate that they offer quality services and demonstrable benefits to young people, but that they are responsive, efficient and cost-effective.

⁵ *Joint Planning and Commissioning Framework for Children, Young People and Maternity Services*, Department for Education and Skills / Department of Health, March 2006.

4. Action Checklist

A. Get in the loop!

First, ensure you have all the information you will need about how young people's services and advice services are being planned and commissioned in your local area, and that you know the right people.

Issues to consider	Action needed
<p>Before you start, check that you have:</p> <ul style="list-style-type: none">▪ A copy of your local Children and Young People's Plan (CYPP).▪ A copy of recent key documents relating to advice services in your area, e.g. any advice services reviews conducted by the local authority or CLS Partnership Plans.▪ Copy of any inspection reports relating to JARs.▪ A copy of any Integrated Youth Support Strategies or plans. <p>...and that you know about:</p> <ul style="list-style-type: none">▪ The priorities in the CYPP.▪ The structure of the Children's Trust.▪ The structure of your local authority's Children's Services.▪ The name and location of the section within Children's Services responsible for young people's IAG and TYS services – in many areas this section will be called the Integrated Youth Support Service or something similar.▪ Current services commissioned locally to respond to young people's advice needs.▪ Connexions transitional arrangements in your area.▪ The actual budget available for young people's services locally.▪ Any local needs assessment or mapping exercises that have been conducted or are planned.▪ How the local authority currently funds mainstream advice services.▪ What, if anything, the key documents about advice services say about young people.▪ Any plans the local authority may have to carry out an advice services review or develop a Community Legal Advice Centre/Network in your area. <p>...and that you have identified key individuals, including:</p> <ul style="list-style-type: none">▪ The local authority officers responsible for planning and commissioning young people's services – check if there is a named IAG commissioner.▪ The people on the Children's Trust Board.▪ The councillors responsible for children and young people's services, including the lead member for youth services.▪ The Children's Services Adviser at the regional Government Office who is advising your local authority and signing off plans.▪ The local authority officers responsible for planning and commissioning mainstream legal advice services.▪ The councillors responsible for legal advice services.▪ Your current and potential partners and allies, including other local services, friendly MPs and councillors, your clients etc.	

B. Identify your niche

Children's Trusts tend to have a strong focus on 0-19 year olds, but local authorities should also be thinking about the needs of young adults. Local planners and commissioners are also expected to focus resources increasingly on early intervention and prevention, whilst national and local targets may lead to a particular focus on specific groups of young people.

Unless your service can be shown to clearly fit into the plans of local commissioners, there is a danger that you will struggle for funding. However, you also need to avoid the danger that commissioners might think that your service duplicates others or that other agencies could better deliver what you know you're best placed to do yourselves. It is important to identify your niche, i.e. the unique contribution your service can make within the local mix of provision, thinking about:

- The types of clients who access your services
- The nature of your advice work
- The status of your agency, its ethos and its style of work

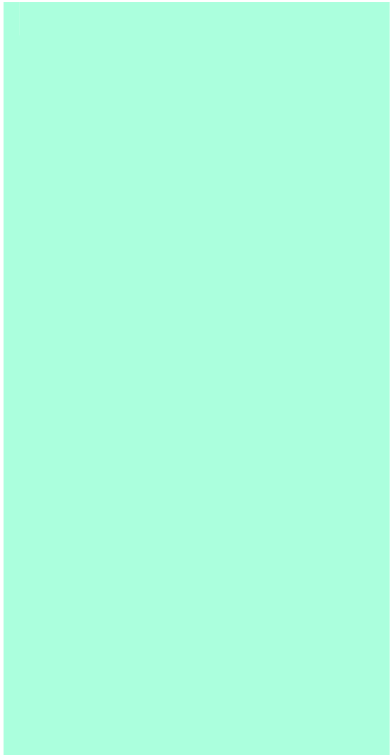
Issues to consider	Action needed
<ul style="list-style-type: none">▪ How does your service differ from and complement Connexions and other services?▪ If you are a voluntary organisation, what advantages does that bring in terms of your accessibility and service delivery?▪ Are you able to provide an advice service to young people that is truly independent in a way that local statutory services cannot?▪ Are you able to argue why your independence helps you provide a better service for young people? <p>⇒ 1 Resource tip: The <i>Policy Resources</i> section of the Youth Access website provides useful evidence of young people's need for independent advice</p> <ul style="list-style-type: none">▪ Could your advice services be described as 'early intervention and prevention' services?▪ Can any other local services provide young people with a universal access point to services, and access to targeted services for those with additional needs?▪ Could you promote the efficacy of the YIACS model as a tried and trusted model preferred by young people? <p>⇒ 2 Resource tip: Youth Access' <i>YIACS offer leaflet</i> can be used to help you promote and publicise your service.</p> <ul style="list-style-type: none">▪ Are you providing services to groups others see as 'hard to reach'?▪ How does/could your service contribute to the local authority's key targets, e.g. on preventing youth homelessness, teenage pregnancy and youth offending, and its priority client groups, e.g. care leavers, NEETs and disabled children? <p>⇒ 3 Resource tip: <i>The evaluation of Youth Access' Rights to Access Project</i> identifies the impact of advice across the 5 Every Child Matters outcomes.</p> <ul style="list-style-type: none">▪ How does the age range you work with fit with the 0-19 focus of Children's Trusts?▪ If you work with young people up to the age of 25, have you considered selling your service as one that helps tackle social exclusion amongst young adults as well as young people?▪ Is there anything further you could do to remind the local authority of its responsibilities towards young adults and the failures of adult services to meet this group's needs?	

⇒ **4 Resource tip: *Transitions: Young Adults with Complex Needs***, Social Exclusion Unit's 2005 report, highlights the need to focus on 16-25 year old age group and the success of YIACS in meeting this group's needs.

- Does anyone else in your area give good advice to young people on rights-based issues like housing, benefits and debt?
- Do any of the mainstream advice services in your area do anything to meet the needs of young people?
- Is there scope to position your service as one that should attract joint funding from the Children's Trust and the mainstream advice services budget?

⇒ **5 Resource tip: *Comprehensive Spending Review – An opportunity to join up advice services for young people***, article by Youth Access arguing for funding for youth, advice and youth homelessness services to be better joined up.

- Do you make arrangements with partners to provide outreach for your users where there is limited service provision?
- Are there any other gaps in services in your area that you would be well positioned to fill?



C. Get involved and be proactive

Having a great service that deserves funding isn't always enough. If you really want to influence funding and commissioning, you're going to have to shout about your service, be proactive, become involved and get known by the key players. Once you've identified the key individuals with influence, you need to meet them and build up positive relationships.

Issues to consider	Action needed
<ul style="list-style-type: none"> ▪ Do you have regular contact with: <ul style="list-style-type: none"> ○ the Children's Services Adviser at the Government Office? ○ Children's Trust commissioners? ○ Mainstream advice funding officer? ▪ Are you or could you be represented on the Children and Young People's Strategic Board? ▪ Do you become involved in key local consultation processes relating to the Children & Young People's Plan, e.g. the annual review? ▪ Do you respond in writing to local consultations? ▪ Have you tried to ensure the needs assessments carried out by the local authority contain a focus on the issues that your service deals with? If they don't ask about youth homelessness, for example, it won't emerge as a need! ▪ Are you, or could you become, actively involved in other relevant local networks, e.g. advice forums, local PCT partnerships, Local Strategic Partnership Board etc.? ▪ If there is a Joint Area Review in your area, how will you ensure your service is included? 	

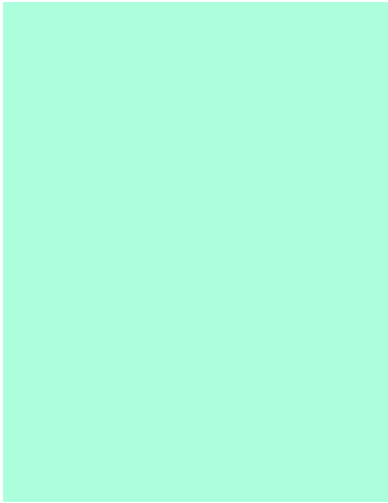
D. Develop your organisation's capacity, quality, workforce and cost-effectiveness

The move from grants to commissioning is likely to favour those organisations that have the capacity to take on large contracts. However, even if you're a small organisation you could be seen as a credible component of the overall mix of services provided you can demonstrate the quality of your work and its cost-effectiveness. Having well-trained staff and up-to-date systems will increase the sense that your service is dynamic and up to the task.

Issues to consider	Action needed
<ul style="list-style-type: none">▪ Do you have a proven track record of delivering services under contract or commission? Where's the evidence?▪ Do you hold any quality awards, e.g. the CLS Quality Mark, PQASSO, Investors in People?▪ Does your service work towards the Youth Access Quality Standards? <p>⇒ 6 Resource tip: <i>Youth Access Quality Standards for Youth Information Advice Counselling and Support Services</i></p> <p>⇒ 7 Resource tip: <i>Getting It Right</i>, a guide for commissioners, funders and policy makers to Youth Access' Quality Standards</p> <p>⇒ 8 Resource tip: <i>Raising the Standards – a guide to Quality Systems in the Youth Sector</i> by The NYA & NCVYS</p> <ul style="list-style-type: none">▪ Are you familiar with the new commissioning standards for young people's IAG services? Have you used the User Guide to self-assess your service against the standards? <p>⇒ 9 Resource tip: <i>Quality Standards for Young People's Information, Advice and Guidance</i></p> <p>⇒ 10 Resource tip: <i>IAG User Guide</i> helps organisations to deliver IAG in line with the national standards.</p> <ul style="list-style-type: none">▪ Do you have any evidence of the effectiveness of your services, e.g. have your services been evaluated either internally or independently?▪ Has any assessment taken place of your service's contribution to local priorities, e.g. the 5 ECM outcomes?▪ Have you developed any partnerships that have added value to the individual partners' contributions? Where's the evidence?▪ Do you know how to demonstrate the cost-effectiveness of your service?▪ Do you know how to cost your services in funding bids on a full cost recovery basis? <p>⇒ 11 Resource tip: The <i>Funding Resources</i> section of Youth Access' website provides lots of useful tools and resources on funding.</p> <p>⇒ 12 Resource tip: The Finance Hub have produced lots of useful resources, e.g. on full cost recovery, VAT when working in partnership and tendering for services</p> <ul style="list-style-type: none">▪ Have you been part of your local Children's Trust's workforce agenda?▪ Do you provide training to other organisations locally on your areas of expertise?▪ Do you share any resources, e.g. by inviting local partners to your training activities?▪ Do you regularly monitor staff training and development needs, including management, against changing roles and expectations, e.g. in supervision?▪ Do you have evidence of how your advice workforce has been trained?	

Resource tips are available from www.youthaccess.org.uk/advice-commissioning-useful-links.cfm

- Do you constantly review your advice workforce's skills and knowledge, in line with new workforce initiatives, e.g. National Occupational Standards for Legal Advice?
- ⇒ **13 Resource tip: *Funding Guide to Workforce Development*** by NCVYS
- ⇒ **14 Resource tip: *Workforce Development Self Assessment Framework*** by NYA
- Are your internal systems, including your ICT systems, capable of meeting the monitoring and evaluation requirements of commissioners?
- ⇒ **15 Resource tip: The *Monitoring and Evaluation resources*** on Youth Access' website provide details of statistical monitoring systems such as Case Track and Advice Pro



E. Identify the evidence you will need

Local planners and commissioners should collect and analyse a wide range of evidence to inform their funding priorities, including:

- key local data on the current pattern of outcomes for children and young people in their area across the 5 ECM outcomes to create a profile of the local area;
- outcomes for particular groups of children and young people as they may require a differentiated approach to service provision or additional support;
- local and national data on young people's needs; and
- data mapping the effectiveness of existing provision at meeting identified needs

Children's Trust partners will collectively hold a great deal of evidence, but they are unlikely to have much data that will highlight the value of your service unless you collect it and feed it in to them yourself.

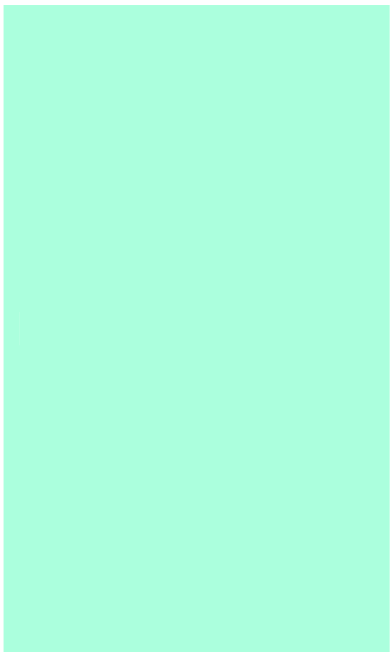
Issues to consider	Action needed
<p><i>You are likely to need evidence on:</i></p> <ul style="list-style-type: none"> ▪ Young people's needs for the kind of advice that you specialise in – does the local authority have data on young people's needs for advice on housing, benefits and debt, for example? ▪ The specific advice needs of the local authority's priority groups. ▪ How many of your clients fit into the priority groups. ▪ The impact that the problems that you advise on have on young people if left unresolved. ▪ The difference that your advice makes to young people's lives. ▪ Gaps in local services that you could fill. ▪ How your service contributes to local targets, e.g. on reducing NEETs. ▪ How your service contributes to a range of local plans, including the Local Strategic Plan, the CYPP and the CLS. ▪ The unique contribution of your service – how it complements but is different from other services, the value of your service's independence, the age group and client groups you target, your geographical coverage etc. ▪ Your quality, your cost-effectiveness, the competence & expertise of your staff, and your ability to meet monitoring & evaluation requirements if you are commissioned. 	

F. Collect the evidence

Once you have identified what sort of evidence you're going to need, you should waste no time in starting to collect it, as it can take months to generate useful data on things like needs and outcomes if you don't already have it.

Issues to consider	Action needed
<ul style="list-style-type: none">▪ How do you assess needs? Have you conducted your own local research or needs assessment?⇒ 16 Resource tip : The <i>User Involvement resources</i> on Youth Access' website provide lots of useful information on conducting needs assessments and client consultation.⇒ 17 Resource tip: Firm Foundations by The National Youth Agency is a toolkit based on a needs assessment framework developed by the South West Regional Youth Work Unit⇒ 18 Resource tip : Every Child Matters: Children and Young People: Needs Assessment Briefing Paper▪ Have you fed in relevant data from Youth Access' national evidence on advice needs?⇒ 19 Resource tip: The <i>Evidence of Need resources</i> on Youth Access' website provide crucial evidence to support your funding bids.▪ Does your statistical monitoring capture and analyse the data you will need on <i>usage</i> of your service, e.g. are you able to report how many care leavers aged 16 you have advised about homelessness in the past 12 months?▪ Can you link your user profile and their needs to the local authority's priority groups?▪ Do you need to improve your stats systems?⇒ 20 Resource tip: YouthSTAT: statistical monitoring for Youth Information Advice and Counselling Services offers guidance on statistical monitoring for YIACS▪ Have you made use of Youth Access' national evidence on the impact of young people's unresolved social welfare problems?⇒ 21 Resource tip: Young People and Civil Justice: Findings from 2004 English and Welsh Civil and Social Justice Survey by the Legal Services Research Centre, contains evidence on the impact of problems.▪ Do you collect and analyse outcomes data demonstrating the difference your service makes to your users' lives?▪ Does this data link to the 5 ECM Outcomes, so that you can show your direct contribution to the Children's Trust's priority outcomes and targets?⇒ 22 Resource tip: Youth Access' <i>Youth Advice Outcomes Toolkit</i> has been designed to help youth advice services monitor hard and soft outcomes.	

- ⇒ **24 Resource tip: *Putting Impact at the heart of the tendering process*** by Finance Hub & acevo.
 - Have you fed in relevant data from Youth Access' national evidence on the outcomes and impact of advice?
- ⇒ **25 Resource tip:** The ***Outcomes & Impact resources*** on Youth Access' website provide detailed evidence on the outcomes and impact of advice
 - Can you get quotes from young people who have used your service?
 - Can you get any anecdotal or hard data from partner agencies about the real and measurable benefits of referral to your organisation?
 - Do you monitor gaps in services for young people?
 - Do you have any examples from other areas of local authorities who have understood the vital importance of YIACS and the need to take a joined-up funding approach to improve youth advice provision?
- ⇒ **26 Resource tip: *Summary of Cornwall Local Area Agreement***, which has used pooled budgets to develop the county's youth advice services



G. Present the evidence

No matter how strong your evidence is, it will only bring about the result you're seeking if it is presented to the right people in a convincing way that meets their objectives. Think about what approach will be most effective for each audience you're trying to communicate with and remember that the prevailing jargon used in the advice and youth sectors differs. Be bold – shout about the difference your service is making!

Issues to consider	Action needed
<ul style="list-style-type: none"> ▪ Feed your evidence in to any relevant processes – e.g. needs assessments for the CYPP, consultations on the youth homelessness strategy, reviews of local advice services etc. ▪ Write up case studies demonstrating how your service has helped your clients and contributed to the 5 ECM outcomes. ▪ Include evidence in your annual reports, e.g. by theming the report around your contribution to the 5 ECM outcomes. ▪ Don't assume people will read your evidence – use every opportunity to give presentations on your service to key officers and offer to speak at events. <p>⇒ 27 Resource tip: the Youth Access advice team are more than happy to share with members the presentations they have made about the national evidence on young people's needs for advice and the impact of advice – contact james@youthaccess.org.uk</p> <ul style="list-style-type: none"> ▪ One or two personal stories from young people can sometimes have a greater impact on politicians than copious evidence they haven't got time to read – if appropriate, consider asking young people whose lives have been changed by your service if they would be prepared to speak at events or come to meetings. ▪ Put together a promotional package of your service. ▪ Feed good news stories to the local press and keep the cuttings. ▪ Keep all your evidence in neatly organised files for when inspectors come to visit. 	

H. Involve young people

Not only is it now a pre-requisite of funding to demonstrate the involvement of young people in the design and development of your service, but young people are the best promoters of your service. In addition, Children's Trusts are expected to hear the views of young people throughout the design, delivery and evaluation of integrated youth support services.

Issues to consider	Action needed
<ul style="list-style-type: none"> ▪ Do you collect evidence to show how young people influence your service? ▪ Do you regularly review with young people your involvement and participation policy and strategies? <p>⇒ 28 Resource tip: The <i>User Involvement resources</i> on Youth Access' website provide lots of practical tools and resources to help you with user involvement.</p> <ul style="list-style-type: none"> ▪ Do you have any users or ex-users willing to extol the virtues of your service directly? ▪ Are the needs of your service users properly represented on your local Children's Trust structures and forums? ▪ If you have a user group or forum, would it be appropriate to offer it as a consultation group to the Children's Trust, e.g. in the needs assessment process? ▪ If you are awaiting a local inspection of services, e.g. as part of a JAR, is there an opportunity to feed your users' views into the process? 	

5. Glossary and Definition of Terms

Abbreviations

CLS	Community Legal Service
CLACs	Community Legal Advice Centres
CLANs	Community Legal Advice Networks
CYPP	Children and Young People's Plan
ECM	Every Child Matters
IAG	Information Advice and Guidance
JAR	Joint Area Review
LSC	Legal Service Commission
NEETS	Not in employment education or training
NYA	National Youth Agency
NCVYS	National Council for Voluntary Youth Services
PCT	Primary Care Trust
TYS	Targeted Youth Support
VCS	Voluntary Community Sector
YIACS	Youth Information Advice and Counselling Services

Definition of Terms

Commissioning

The process of assessing need, identifying resources, allocating resources, arranging service delivery, evaluating the service and re-evaluating need

Tendering

A written formal offer to supply goods or services for an agreed price.

Procuring

The obtaining of a contract to provide a service for an agreed price.

Resource Tips and Youth Access on-line resource library

Many of the resource tips in this briefing can be found in Youth Access' on-line resources library at www.youthaccess.org.uk/members/resources. The resource library is exclusively available for Youth Access members, and contains a wide range of good practice, policy and funding resources to support your work.

For more information about becoming a Youth Access member please contact membership@youthaccess.org.uk or go to www.youthaccess.org.uk/join.

Contact details: Youth Access, 1 and 2 Taylors Yard, 67 Alderbrook Rd, London, SW12 8AD
 020 8772 9900 admin@youthaccess.org.uk www.youthaccess.org.uk