

Newham Youth Empowerment Offer 2026-2031



We want Newham to be one of the best places in London to grow up – where youth voice, creativity and opportunity are part of everyday life.

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Foreword from Cllr Lakmini Shah



Our young people are at the heart of everything we do and I am therefore so proud of this Youth Empowerment Offer. It doesn't just make promises, it sets out how we will take action. That starts with investment. Our young people are our greatest asset and therefore investing in them is investing in our borough. This is particularly important considering we have such a young, diverse community. We want everyone who is growing up in Newham to recognise that they have access to a range of opportunities, regardless of their background.

This strategy is about giving young people the confidence, skills and opportunities to shape their own futures and influence the future of Newham. Their voices should be heard and we want them to feel listened to. This ethos exists across our youth-focused projects, groups and community spaces. This ensures Newham's young people feel empowered, giving them the confidence to achieve their goals. Every young person should be able to access high-quality opportunities, with particular focus on removing barriers and ensuring no one is left behind.

We recognise that this vision is so much bigger than us and that we can benefit by working with partners and stakeholders, who also see young people as their priority. Achieving our ambitions requires strong partnerships across the Council, as well as schools, health, community organisations and local communities. We will continue to engage throughout to help secure the most effective outcomes for our young people. Together, we will build a borough where every young person feels valued, connected and able to thrive.

Foreword from Laura Eden, Corporate Director of Children's Services



In Newham, we are dedicated to ensuring that every child, young person, and family has the opportunity to thrive in a supportive and nurturing environment. Our borough is one of the youngest and most diverse in the country, with over a quarter of our population aged 19 and under, and a vibrant community where over 100 languages are spoken. This diversity is reflected in the rich cultural tapestry and children and young people benefit from this. However we know life in 2026 can be tough and our local young people face many inequalities that exist nationally and regionally. Some of these challenges include rising living costs, housing insecurity, digital pressures and barriers to employment which combined can create an environment where just getting by can feel overwhelming. These pressures are not always visible, and young people have told us they often feel they are often expected to be resilient without the support they need. This is why our youth offer is so important.

We are proud to have such a diverse and vibrant youth offer delivering a universal, targeted and specialist offer for all our young people. Our Youth Zones bring together various services in one place, making it easier for young people to access the support they need. We have seen incredible resilience

and solidarity within our community, especially during challenging times. Supported by evidence from the National Youth Agency and research, we know that youth workers play an essential role in the lives of our young people. They bring structure and new opportunities for young people boosting their social skills and giving them a place to simply be, get support and have fun. We know that by supporting young people now we are supporting our adults, our leaders, of the future.

In Newham our youth offer is a key part of our prevention and early intervention offer aimed at improving outcomes for all children and young people, preventing escalating need or risk. These services are part of Circles of Support practice model providing help to all young people regardless of need. This Offer is aligned to the National Youth Strategy - Youth Matters, as well our wider Council priorities. This Offer is a live document which we will continue to develop. I look forward to coproducing the action plan as well as the think, test and learn projects that will be crucial to our delivery.

Foreword from Remeez Saleem, service user



When I first connected with youth workers in my local area, I didn't realise it would change the direction of my life.

For some young people, that happens when they walk through the doors of a Youth Zone. For others, it might happen somewhere completely different - in a park, on a football pitch or a basketball court, where detached youth workers meet young people where they already at. However it begins, that first conversation can be the beginning of something much bigger.

For me, it started as simply somewhere to go that felt welcoming and safe. But it quickly became much more than that. It's somewhere I felt seen, heard and valued. Youth workers took the time to listen, encourage and support me in ways that helped me grow in confidence and believe in myself.

Through the Youth Empowerment Service, I had the opportunity to get involved in youth panels, which opened the door to even more opportunities. I developed skills in leadership, communication and confidence. I learned how to represent other young people and speak up about the issues that matter to us. If I hadn't first connected with youth workers, I genuinely don't know if I would have discovered my passion for supporting young people and being active

in my wider community. I've even been down and spoken at parliament to campaign for Votes at 16.

Youth services aren't just about the buildings; they are about relationships. For many young people, especially those facing crisis, instability or uncertainty, youth workers provide trusted support wherever young people are.

Youth work also opens doors to opportunities such as volunteering, social action and leadership programmes where young people help shape decisions that affect their lives. These experiences help build confidence, aspiration and a feeling that you can make a difference.

Most importantly, youth services are for everyone. From youth zones to parks and community spaces, they are environments where young people can be themselves, feel respected and explore their potential.

This Youth Offer matters because it recognises that these opportunities must be sustainable, accessible, inclusive and protected. Every young person deserves support and to have their voice heard.

Youth work changes lives. I know because it changed mine.

Introduction



Newham's young people are a powerful source of creativity, resilience and leadership. Every day, they demonstrate ambition, care for their communities and a desire to make a positive difference. This Offer is grounded in the belief that high-quality youth work supports the development of young people's Social and Emotional Learning skills, playing a vital role in nurturing their potential.

At the same time, young people in Newham are growing up in a complex and rapidly changing world. Many are navigating a range of pressures - from mental health and wellbeing challenges, to digital influence, identity, safety and belonging, while shaping their own aspirations in one of the youngest, most diverse and dynamic boroughs in the country. These experiences can shape confidence, opportunity and life chances, particularly during key stages of adolescence and early adulthood.

Over 85% of a young person's waking hours are spent outside of school and formal education¹. Youth work offers far more than activities or places to go. At its best, it provides trusted relationships and safe,

¹. Statutory guidance for local authorities on services and activities to improve young people's well-being - Department for Culture, Media and Sport

inclusive spaces where young people can develop their social and emotional learning, explore and affirm their identity, build confidence and resilience, and develop the skills they need to navigate life's challenges. Skilled youth workers support young people to strengthen communication, manage emotions, form positive relationships and recognise their own agency.

Newham's Youth Offer aims to address the gaps within our strategic context and decision-making. This is in recognition of the fact that several of our existing strategies have interdependencies and include outcomes specifically for young people, actions and progress, which are already underway.

By placing youth voice at the heart of design and delivery, strengthening partnerships across the borough and maintaining a strong focus on quality and impact, this Offer positions young people not only as participants, but as active agents of change - in their own lives, in their communities and in shaping Newham's future.

We are continuously working with our children, young people, families, educational settings, community partners and professionals working with children and young people. As a result of this continuous engagement, we have co-produced a set of priorities for the next five years.

These priorities are:



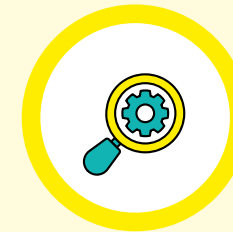
**Youth voice,
leadership and
influence**



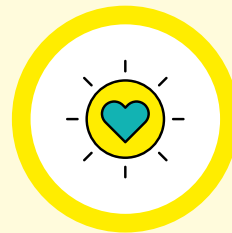
**Safe, inclusive and
inspiring spaces**



**A skilled,
values-led youth
workforce**



**Opportunity,
skills and positive
transitions**



**Wellbeing and
early support**



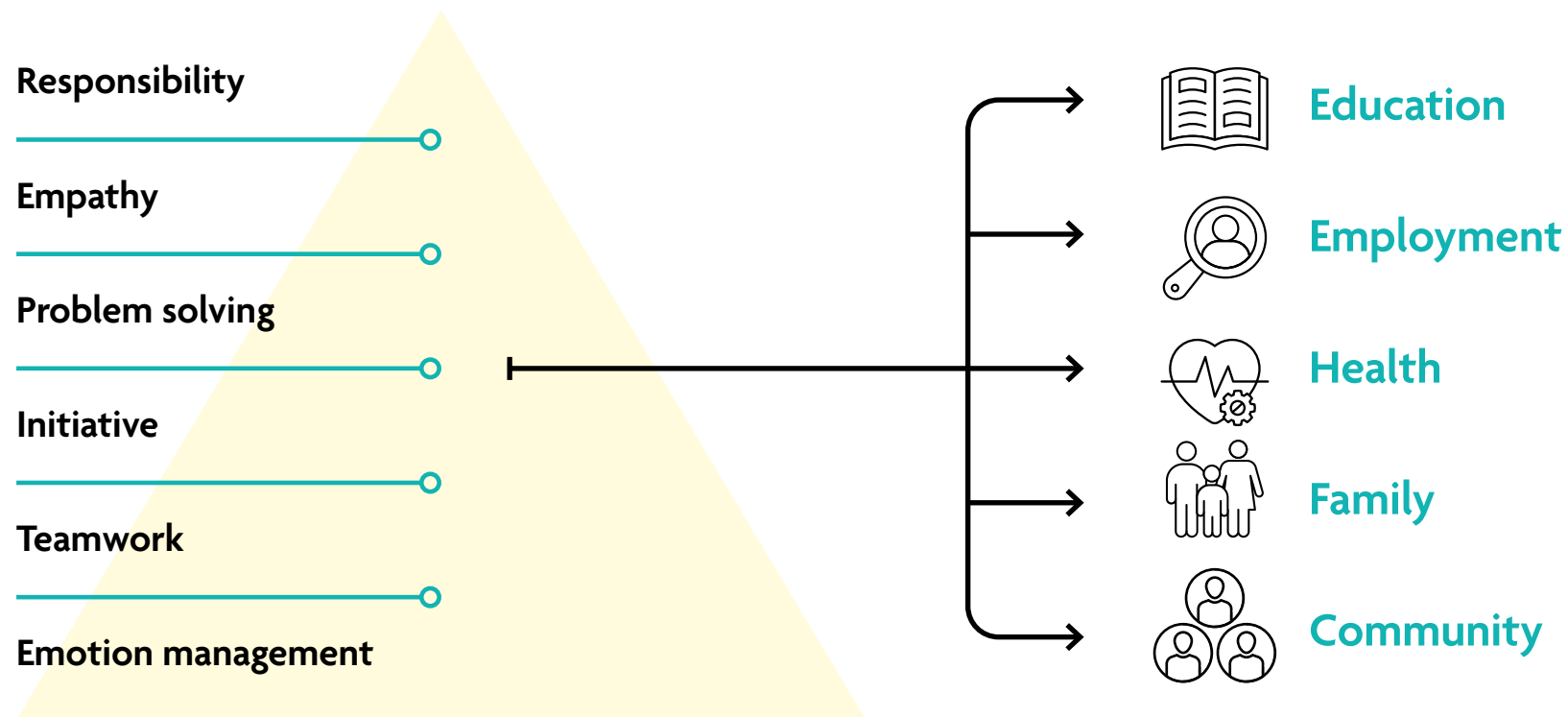
**Partnership,
learning and
accountability**

Our purpose

In Newham our Youth Empowerment Service exists to ensure that every young person in Newham has the opportunity to feel heard and supported to develop the social and emotional skills promoting their growth as they transition into adulthood. We recognise young people as individuals with strengths, ambitions and the potential to shape their own futures and the communities around them. Through high-quality youth work we are committed to:

Commitment	Description
Creating the conditions for young people to develop confidence, voice and agency	We will support young people to build self-belief, express themselves and make informed choices about their lives. By embedding youth voice and co-production throughout our work, we will ensure young people are not only listened to, but actively influence the services, spaces and opportunities available to them.
Offering accessible, inclusive, and culturally responsive environments where young people can belong, form positive relationships and be their whole self	We will support young people to develop these relationships and be themselves without judgement. We will be, in all that we offer, anti-racist, anti-oppressive and centre inclusion in our services. These spaces will be rooted in trust, consistency and respect, enabling young people to build meaningful connections with peers and trusted adults, where young people feel safe, valued and connected.
Supporting positive transitions into adulthood through skills, opportunity and aspiration	We will equip young people with the social and emotional skills, confidence and experiences they need to navigate key transitions - from adolescence into adulthood, education into employment, and dependence into independence. Our work will raise aspirations, open pathways and support young people to recognise and pursue their potential.
Working in partnership to ensure support is available when young people need it, without stigma or assumption	We will collaborate closely with schools, families, the voluntary and faith sectors, and wider council services to create a joined-up system of support. Our approach will be preventative, strengths-based and non-judgemental, ensuring young people can access the right support at the right time in ways that feel accessible and respectful.

We understand that if we intentionally provide high quality services which consistently develop voluntary, trusting relationships with young people, in a context where they feel safe, we will support their social and emotional learning, which, over time, they will transfer into achieving positive outcomes in other areas of their lives.



Source: [Six domains of Social and Emotional Skills: Outcomes Framework 2](#)

Our vision

We want every young person in Newham to grow up feeling secure in who they are, confident in their voice and optimistic about their future. Our aim is for all young people in Newham to feel:

Safe enough to be themselves



They experience youth services as trusted, inclusive spaces where they are respected, understood and free from judgement. In these environments, young people can explore their identity, express themselves openly and build positive relationships with peers and trusted adults who support their wellbeing and sense of belonging.

Confident enough to lead and influence



Young people are encouraged and supported to speak up, shape decisions and take on leadership roles in their communities. They see themselves as active contributors to society, with the confidence, skills and opportunities to influence the services, spaces and systems that affect their lives.

Supported enough to pursue their ambitions



Young people are able to access the guidance, skills and opportunities they need to raise their aspirations and work towards their goals. They are supported through key transitions and challenges, with encouragement that helps them believe in their potential and take positive steps towards education, employment and independence.

Our success will ensure young people experience youth services as places of possibility rather than judgement - platforms for growth, creativity and connection, where they feel a strong sense of belonging and are supported to thrive as individuals and as members of their communities.

The overarching vision for the Youth Offer in Newham is that all young people, no matter their background, lived experience or identity, have the skills, opportunities, and connections to thrive and are empowered to shape their own lives and the community around them. This means providing all young people with a safe place to go, someone who cares for them, and a community they feel a part of. These are all principles which our Newham Youth Offer directly responds to at a local level.



Our strategic principles

Our youth offer and approach is guided by the following principles throughout everything we do.

Youth-led first

- Young people actively shape programmes, services, and local decisions.
- Participation is meaningful, representative, and supported.

Trusted relationships

- Youth workers are mentors and allies, supporting young people's confidence and ambition.
- Relationships build connection, wellbeing, and resilience naturally.

Spaces that belong to young people

- Safe, inclusive, and creative environments where young people feel ownership.
- Opportunities to try new things, meet friends, and explore identity.

Partnerships that amplify impact

- Collaboration with schools, community organisations, and local services enhances reach and quality.
- Partnerships strengthen community outcomes while respecting youth autonomy.

Skills, opportunity, and aspiration

- Leadership roles, volunteering, education, and work pathways are open to all.
- Opportunities empower young people to contribute and grow.

Strengths-based language and approach

- Young people are described as leaders, creators, and contributors never as “at-risk” by default.
- Support is offered without stigma, and safety is framed as an enabler of opportunity, not the defining lens.

Our data

This data provides context for the scale, diversity and complexity of young people's lives in Newham. It is not intended to define young people by need, but to inform a youth offer that is responsive, inclusive and ambitious.

Total population:
362,500 including
86,000 children



More than **25%** of
neighbourhoods are
most deprived in
the country



242 dialects and
languages spoken



30% of pupils are
eligible for free
school meals



67% of Newham's
children live in
household poverty



Fifteen 16 – 18
providers
and 1 university



87 primary schools
and **21** secondary
schools



NEET rate
273 16-18 year olds



Second youngest
age profile of any
borough in London
with **36%** under 25.



The unemployment
rate in Newham
is **9.1%**, compared
with **6.4%** and **5.1 %** for
Inner London and England
respectively.



5 youth zones
2 detached youth
work teams
A youth participation team
HAF Programme
Children's Rights and
Advocacy



Youth
unemployment is at
7% which is higher
than Inner London at **6.4%**
(and **5.1%** for England).



National context

In December 2025 Government published 'Youth Matters: Your National Youth Strategy'. This was led by, and drew on, the experiences of over 14,000 young people aged 10 to 21 and up to 25 for those with special educational needs and disabilities (SEND) in England. The State of the Nation report, published alongside this Offer, sets out a comprehensive picture of the challenges facing this generation, as well as their hopes and ambitions.

The new Youth Endowment Fund Youth Work and Violence Prevention Practice Guidance, published in January 2026, recognises the pivotal role of youth workers and the value of a strong universal youth offer in preventing violence. It evidences that young people involved in violence are almost twice as likely to attend a youth club as their peers (65% vs 35%) and are significantly more likely to have a trusted relationship with a youth worker, coach or mentor. This demonstrates the sector's unique reach into the lives of those most at risk.

Universal youth services provide everyday protective factors - trusted adults, safe spaces, and opportunities to build social and emotional skills - which collectively reduce vulnerability long before issues escalate.

The quality of our delivery is mapped across the NYA's Youth Work Practice Standards, '[Raising the Bar](#)', and guided by the [National Youth Work Curriculum Framework](#). The National Youth Work Curriculum is a flexible framework which allows youth workers to identify how their interventions and activities can be used to support the personal, social and political development of young people.



Source: NYA Curriculum for Youth Work, National Youth Agency Version 1, Sept 2020

Local context: Placing difference at the centre of everything we do



Over the next five years, we will continue to strengthen Newham's universal youth offer by placing inclusion, equity, and the lived experiences of young people who are often marginalised in mainstream settings, at the centre of our practice. Our Participation Team will lead this by ensuring that Children in Care, LGBTQIA+ young people, and young people with SEND have meaningful, visible, and influential roles within our boroughwide participation model.

A key priority will be embedding an explicitly intersectional approach, drawing on the framework developed by Kimberlé Crenshaw and now central to global social-action movements such as Black Lives Matter. This approach recognises that young people's experiences are shaped by overlapping aspects of identity, and that failing to acknowledge these intersections can create "distinct and compound" forms of disadvantage.

In practice, this means designing participation pathways and youth work environments that understand and respond to the complexity of young people's identities. For example, the experiences of a South Asian LGBTQIA+ young person from a Muslim background cannot be understood, or addressed, by considering these identities in isolation. Our strategic commitment is to create spaces where young people can engage fully, feel seen and heard in all aspects of who they are, and use their voices to shape decisions and drive social change across the borough.

This will be achieved through achieving the following goals - Establish a borough-wide young people's scrutiny committee; Publish an annual youth participation impact report; Embed youth participation into commissioning and procurement processes across all council services; Develop a digital youth participation hub; Invest in youth leadership development in governance, scrutiny and democratic literacy.

Needs assessment

In 2024/25, Newham Council conducted a needs assessment to better understand the landscape of youth services and identify areas for improvement using the National Youth Agency self-assessment document that supported local authorities to respond to the new statutory guidance that was issued by Department of Culture, Media and Sport (DCMS) Stat Duty Toolkit - National Youth Agency ([nya.org.uk](https://www.nya.org.uk)). This outlined best practices for Local Authorities to deliver their statutory youth duty across nine 'essentials' of a local youth offer. This assessment supported the development of our Youth Offer and are outlined below:

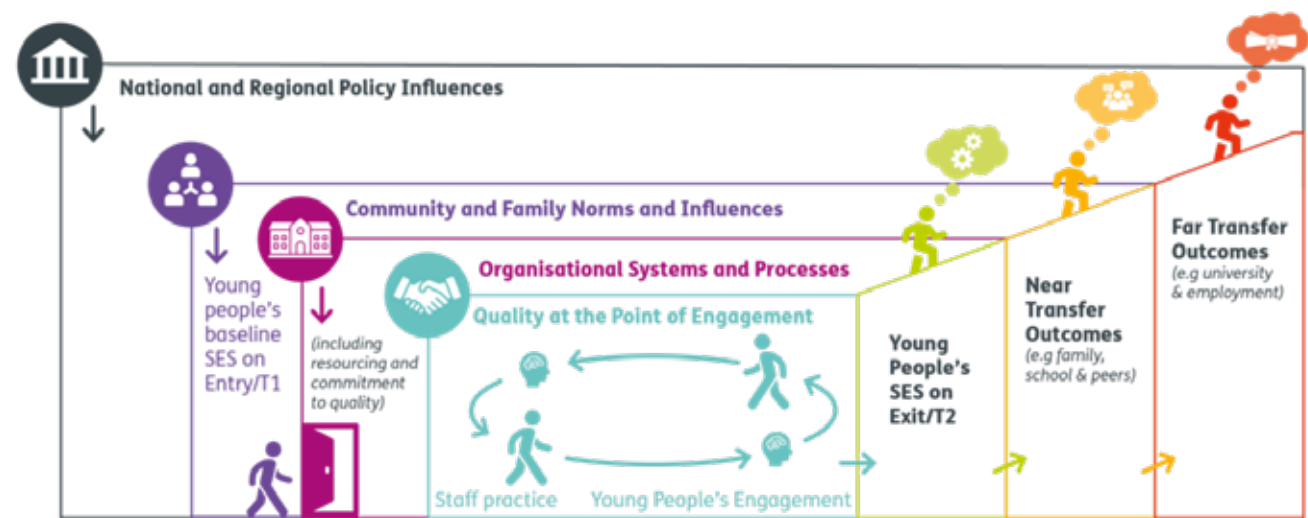
Area	Findings	Duty Met
Needs assessment	Newham has completed a statutory youth work needs assessment using the National Youth Agency toolkit. A mixed-methods approach was used, incorporating demographic analysis, service participation data, staff insight, VCFS engagement and direct youth voice. Data gaps have been identified and an improvement plan is in place to strengthen consistency, ward-level insight and equality monitoring.	Yes
Youth engagement	Young people were actively engaged in the needs assessment process and participation is embedded within Youth Empowerment Service provision. However, there is currently no single borough-wide mechanism for systematically collating and reporting youth voice across all providers. Work is underway to establish a young people's scrutiny board	Partially
VCFS engagement	The Council works collaboratively with VCFS youth providers and undertook focused engagement as part of the needs assessment. A more formalised engagement platform and structured networking approach is being developed to strengthen communication and partnership infrastructure.	In Development
Local youth offer plan	Council-funded youth provision operates across the borough and demonstrates strong participation levels. A review of sufficiency, accessibility and alignment of resources is required to ensure the offer keeps pace with projected population growth and meets the needs of under-represented groups.	Partially
Quality of youth work practice	Youth work delivery is underpinned by established practice standards and an internal service framework. A publicly-facing Youth Work Strategy aligned to borough priorities is in development to strengthen transparency and shared understanding of quality.	Yes

Area	Findings	Duty Met
Workforce planning	Structured workforce development activity - including consideration of NYA workforce self-assessment, training needs analysis and professional registration - is under review. Monitoring of training effectiveness will be strengthened.	In Development
National Youth Work Curriculum	Delivery is aligned to the National Youth Work Curriculum framework. Further work is planned to strengthen impact evaluation and consistency monitoring, alongside the development of shared practice resources	Partially
Safeguarding	Robust safeguarding procedures are embedded across delivery. Further analysis of referral data and increased involvement of young people in shaping safeguarding practice will strengthen preventative approaches.	Yes
Monitoring, evaluation and impact	Participation data is routinely collected and reported. A borough-wide evaluation framework is being further developed to improve outcome measurement and align performance monitoring to strategic priorities.	Partially

Local context: Being youth driven in everything we do

Within our 'Youth Participation Strategy: Influencing the system and raising voice, 2025 – 2028', we set out our participation strategy, formalising how the borough embeds youth participation as a route to inclusive, diverse engagement, enabling young people not only to influence Council policy and service improvement, but to build confidence and networks that empower youth-led social action. It builds on:

- Learning from national models such as the Lundy Model of Participation (voice, space, audience, influence), Hart's Ladder of participation, and The Social Change Project's Social Change Grid (Sheila McKechnie Foundation, 2018)
- Insights from the Centre for Youth Voice's Youth voice: providing structure for evaluation and consistency of language around participation work.
- Newham's Co-design Standards (2024) - ensuring collaboration between professionals and people with lived experience, and the Code of Care - setting the culture of inclusion, safety, and shared responsibility in participation spaces - which was produced to support these standards.



Source: nya.org.uk/wp-content/uploads/2025/04/Framework-SE-Outcomes-3.0-AUGFINAL1.pdf

Local context: Promoting youth safety in everything we do

The Youth Offer is a key part of Newham's wider approach to youth safety, rooted in prevention, trusted relationships and community connection. It complements the Youth Safety Strategy by focusing on the conditions that help young people feel safe, supported and able to thrive, rather than responding only once harm has occurred. This Offer complements:

- Newham's Youth Safety Strategy, by contributing to prevention and resilience through positive relationships, belonging and opportunity
- The borough's commitment to partnership working with the voluntary, community and faith sector
- Newham's ambition to be a place where young people shape decisions about their lives and their communities

High-quality youth work strengthens protective factors by building confidence, belonging and positive relationships with trusted adults. These elements reduce isolation and vulnerability and play an important role in early support and prevention.

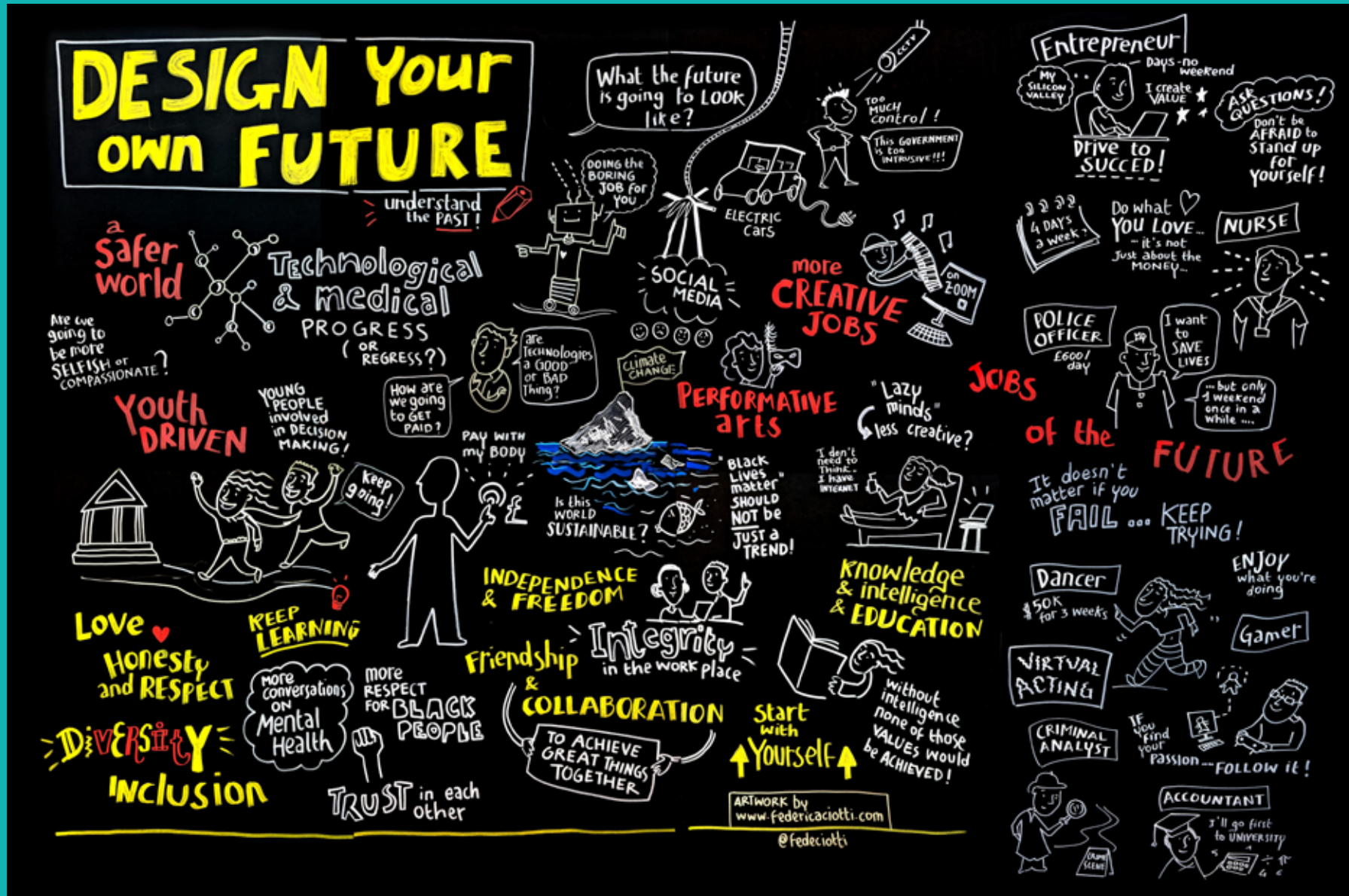
Safety in Newham is created both within youth spaces and beyond them. Through detached youth work, the Youth Empowerment Service meets young people in the places and spaces where they already spend time, including streets, parks and community settings. This approach supports engagement with young people who may not access centre-based provision and enables early, relational responses to emerging needs.

The Youth Empowerment Service contributes to youth safety by:

- Providing safe, welcoming and trusted spaces in both buildings and community settings.
- Maintaining visible, approachable youth workers who build relationships and support early help.
- Strengthening young people's sense of agency, identity and belonging.
- Ensuring young people are partners in shaping safer communities, not framed as risks.

This Offer recognises that youth safety is best achieved through opportunity, inclusion and trust, and that youth work must remain voluntary, relational and distinct from enforcement.





Our priorities



Priority 1:

Amplify youth voice, leadership and influence



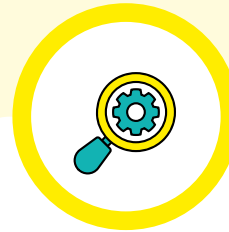
Priority 2:

Safe, inclusive and inspiring spaces



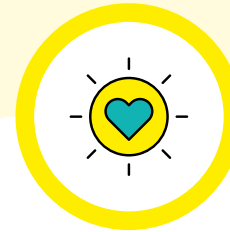
Priority 3:

A skilled, values-led youth workforce



Priority 4:

Opportunity, skills and positive transitions



Priority 5:

Wellbeing and early support



Priority 6:

Partnership, learning and accountability

Across all priorities we will use language as a tool for empowerment, and we will use it intentionally. We commit to using language that reflects dignity, agency and possibility; avoids deficit-based or risk-led framing; and reinforces trust between young people, services and communities.



Priority 1: Amplify youth voice, leadership and influence



Our aim

To ensure young people are meaningfully involved in shaping the Youth Empowerment Service and wider local decision-making, so that provision reflects their lived experience, aspirations and ideas. Young people in Newham will have real influence over decisions, spaces and funding that affect them.

How will we amplify youth voice, leadership and influence

- Embed youth co-production in the design, review and development of youth programmes and spaces
- Strengthen borough-wide youth voice structures that reflect Newham's diversity and geography
- Support youth-led forums, campaigns and peer leadership opportunities
- Build staff capability to facilitate participation that is inclusive, safe and genuinely influential
- Ensure feedback loops are clear, so young people understand how their input has shaped decisions

What key measures will we use to monitor our impact

- Young people report feeling listened to and able to influence provision
- Increased diversity and consistency of participation across youth voice activity
- Clear examples of service changes shaped by youth feedback
- Youth participation embedded as standard practice across teams



Priority 2: Create safe, inclusive and inspiring spaces



Our aim

To provide welcoming, accessible and high-quality spaces where young people feel a sense of belonging, trust and opportunity to explore interests, relationships and identity.

How we will create safe, inclusive and inspiring spaces

- Maintain a strong universal youth offer across youth zones and community-based settings
- Ensure spaces are physically and emotionally safe, inclusive and youth-friendly
- Develop programming that prioritises creativity, connection, enjoyment and routine
- Work with young people to shape how spaces are used and experienced
- Ensure clear safeguarding, boundaries and expectations without compromising openness

What key measures will we use to monitor our impact

- Strong attendance and repeat engagement across youth spaces
- Positive feedback from young people about feeling welcome and safe
- Increased use of spaces by groups traditionally under-represented



Priority 3: Developing a skilled, values-led workforce



Our aim

To develop and sustain a confident, reflective and diverse youth work workforce that models the values of empowerment, inclusion and positive relationships.

How we will develop a skill, values-led workforce

- Invest in training, supervision and reflective practice for all youth staff
- Support professional development pathways, including qualifications and leadership opportunities
- Strengthen workforce wellbeing, retention and consistency
- Create pathways for local young people to progress into youth work roles
- Provide practical support and alignment for VCFS partners delivering youth provision

What key measures will we use to monitor our impact

- Improved workforce stability and retention
- Staff report feeling supported, confident and clear about their role
- Increased skills and consistency across delivery
- Strong partnerships with VCFS providers supported by clear expectations and support



Priority 4: Supporting opportunity, skills and positive transitions



Our aim

To support young people to develop the skills, confidence and aspiration they need to navigate adolescence and transition positively into adulthood.

How we will support opportunity, skills and positive transitions

- Offer leadership, volunteering and peer-led opportunities within youth provision
- Support skill-building through creative, cultural, social and practical activities
- Strengthen links to education, training, employment and wider opportunity pathways
- Ensure transition support is relational, strengths-based and age-appropriate
- Celebrate young people's achievements and progression

What key measures will we use to monitor our impact

- Young people report increased confidence, skills and aspiration
- Increased participation in leadership and progression opportunities
- Clear pathways between youth provision and wider opportunities
- Evidence of positive transitions for young people engaging with the service



Priority 5: Promote wellbeing and early support



Our aim

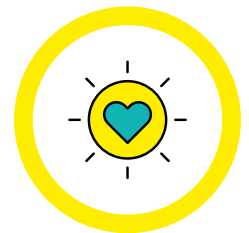
To create emotionally supportive environments that promote wellbeing and provide early, non-stigmatising support when young people need it.

How we will promote wellbeing and early support

- Build a trauma informed, responsive practice across all universal provision
- Normalise conversations about emotional wellbeing and mental health
- Ensure youth workers are confident in recognising need and offering early support
- Maintain strong referral pathways to specialist and statutory services where required
- Work in partnership to support young people holistically

What key measures will we use to monitor our impact

- Young people report feeling supported and able to talk to trusted adults
- Increased confidence among staff to respond to wellbeing needs
- Appropriate and timely referrals when additional support is needed
- Reduced escalation through earlier, relational support



Priority 6: Deliver strong partnerships, learning and accountability



Our aim

To deliver a coherent, high-quality youth offer through strong partnerships, shared learning and transparent accountability.

How we will deliver strong partnerships, learning and accountability

- Clarify roles, responsibilities and shared outcomes across partners
- Strengthen collaboration with schools, VCFS, health and council services
- Use data, feedback and learning to continuously improve provision
- Involve young people in evaluation and service review
- Communicate impact clearly to stakeholders, Members and communities

What key measures will we use to monitor our impact

- Strong, trusted partnerships across the borough
- Clear evidence of learning shaping service development
- Improved consistency and quality across provision
- Stakeholders understand the impact and value of the Youth Empowerment Service



Measuring impact across our priorities

In order to track whether we are delivering our collective vision we have developed a simple impact framework to the difference this Offer is making.

Access and inclusion	Quality and impact of provision	Youth voice and co-production	Workforce stability and capability	Partnerships and system leadership	Financial sustainability and value for money
Ensuring equitable access to a universal youth offer across the borough	Moving beyond activity counts to meaningful outcomes	Embedding youth voice in service design and civic life	Building a skilled, motivated, and sustainable youth workforce	Strengthening collaboration with schools, voluntary sector, and partners	Delivering more with constrained resources
• Demographic representativeness index compared to borough profile. • Growth in unique young people engaged (10–25) year on year • Average length of engagement measured in weeks or months.	• % of young people demonstrating improved social and emotional learning outcome. (pre/post self-assessment or validated tool) • Retention rate: % of young people attending 4+ sessions in a quarter • Number of programmes redesigned or improved using feedback and evaluation	• Diversity of young people involved in decision-making (Representation compared to borough demographics and priority cohorts.) • Number of formal decision-making forums influenced by youth voice (Panels, boards, consultations.) • Independent quality rating of youth participation – NYA Participation Standards.	• Staff turnover rate (targeted reduction year on year) • % of workforce qualified or working towards a recognised youth work qualification • Average sickness absence (FTE) compared to council benchmark	• Number of active delivery partnerships and strategic invitations/ collaborations • Number of VCFS partners supported to strengthen governance, quality or sustainability • Value of in-kind or leveraged support secured through partnerships	• Cost per participant (tracked year on year) • % of spend delivered within budget • Ability to maintain a universal offer within available resources

Where do we hope to be in five years time?

It is our intention that by the end of this Offer period, the Youth Empowerment service in Newham will continue to be recognised as a trusted, high-quality universal offer that young people actively choose to engage with and feel proud to be part of.

Young people across the borough will continue to access welcoming, inclusive spaces where they feel safe to be themselves, supported by skilled youth workers who know them, value them and help them to navigate life's challenges. Engagement is sustained rather than sporadic, with young people returning because services feel relevant, respectful and rooted in genuine relationships.

Youth voice will be embedded as standard practice. Young people routinely influence the design, delivery and improvement of services, and their feedback leads to visible change. Leadership pathways are clear and accessible, enabling a wide range of young people - including those whose voices are often least heard - to develop confidence, agency and influence.

Practice is reflective, evidence-informed and continuously improving, with clear standards understood by staff, partners and young people alike. Social and emotional learning is embedded across the offer, supporting young people to develop responsibility, empathy, problem solving, initiative, teamwork, and emotion management. The

transferable skills these develop, increase positive relationships and outcomes for young people in their community, within their families, in accessing employment, in education, and can improve their health outcomes.

Partnership working is mature and purposeful. Schools, voluntary and faith organisations, families and council services work together to provide joined-up support, reducing fragmentation and ensuring young people receive the right help at the right time. Youth services are a visible and valued part of Newham's wider system of early support and prevention.

Performance is monitored transparently; resources are stewarded responsibly and progress against this Offer is reviewed regularly. Political and corporate leaders remain actively engaged, using this Offer to champion youth services and to hold the system to account for delivering on its commitments.

Above all, success is reflected in young people themselves - in their confidence, aspirations and sense of belonging. Young people in Newham are supported not only to navigate the challenges of adolescence and early adulthood, but to shape their futures and contribute positively to their communities and to the borough's shared future.





“There is no such thing as a single-issue struggle because
we do not live single-issue lives.”

Audre Lorde