



Havering
LONDON BOROUGH

Notice of Non-key Executive Decision

Subject Heading:	External grant award for the delivery of the Kailo programme to improve youth mental health and wellbeing in Havering
Decision Maker:	Tara Geere, Director of Starting Well, Statutory Director of Children's Services
Cabinet Member:	Councillor Oscar Ford, Cabinet Member for Children and Young People
ELT Lead:	Tara Geere, Director of Starting Well, Statutory Director of Children's Services
Report Author and contact details:	<p>Sedina Lewis, Public Health Principal 01708431188 sedina.lewis@havering.gov.uk</p> <p>Lucy Goodfellow, Head of Innovation and Improvement 01708434492 Lucy.goodfellow@havering.gov.uk</p>
Policy context:	<p>The council has made a commitment to increase engagement with our communities, including children and young people, in our Corporate Plan 2024-2027. In addition, in our Integrated Starting Well Plan we have made a commitment to ensure that children and young people are 'heard' – "We will give children the space, the voice, the audience and the influence to be listened to, and understood. We will place them at the centre of decisions that will affect them now and in the future, and empower them to lead the</p>

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	change they most want to see in their local area.” Delivering Kailo with UCLPartners will support the council with developing a sustainable approach for continued meaningful engagement with young people to improve their mental health and wellbeing.
Financial summary:	UCLPartners has awarded Havering Council a grant of £30,000 to support the delivery of the Kailo programme. The grant will run until 5th August 2026 with an expected start date of May 2025.
Relevant Overview & Scrutiny Sub Committee:	People
Is this decision exempt from being called-in?	The decision will be exempt from call in as it is a Non key Decision

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well **X**

Place - A great place to live, work and enjoy

Resources - Enabling a resident focused and resilient council

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

For the reasons detailed in this report, the Director of Starting Well, Statutory Director of Children’s Services is recommended to approve the acceptance of the grant award of £30, 000 from UCLPartners, which the council will receive in stages between May 2025 and August 2026, to support the delivery of the Kailo programme to improve youth mental health and wellbeing in Havering, by making a grant award agreement with UCLPartners.

AUTHORITY UNDER WHICH DECISION IS MADE

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Scheme 3.3.3

Powers common to all Strategic Directors

5. Grants

5.1 To apply for, accept and thereafter spend / allocate any grant funding connected with their directorate provided that any match funding or residual liabilities can be met from the existing budget of the directorate. For the avoidance of doubt this delegation shall allow the acceptance of any grant offered / allocated to the Council without any application.

STATEMENT OF THE REASONS FOR THE DECISION

1 Kailo

Kailo is a five-year funded research programme looking at improving adolescent mental health in local places. The aim is to help local communities, young people and public service partnerships better understand and address the root causes and wider social determinants of young people's mental health.

The Kailo partnership brings together expertise from across leading academics (UCL and University of Exeter), organisations with expertise in design, facilitation and change (Dartington Service Design Lab and UCLPartners) with local expertise including young people themselves. Underpinned by an ongoing programme of research, development and robust evaluation, the approach is both evidence-informed, yet practical in its application. To date, Kailo has been implemented in Northern Devon and Newham.

2 Havering Youth Wellbeing Census

In 2023, Havering Council worked with UCLPartners to develop the Havering Youth Wellbeing Census as part of the council's commitment to amplify the voice of young people in the borough. The census is based on the #BeeWell survey, which was locally adapted and completed by 2,287 students across 10 schools in June and July 2023.

The results of the survey are helping Havering to understand the state of wellbeing across age groups and across the borough localities and providing more in-depth understanding of where to target interventions. Working with UCLPartners to deliver the Kailo programme in Havering will provide an opportunity for Havering to build on the insights from the Youth Wellbeing Census, working with young people and other local partners to move from insights to practical actions.

The results from the 2023 census will form a critical input to identify topics for deeper qualitative exploration with young people, the wider community and system leaders, and generate ideas for positive change. By applying Kailo, Havering can build on learnings from elsewhere in the country on how best to harness youth voice to

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catalyse change – and bring evaluation expertise to help understand the impact of this work.

3 Timeline

Delivering the Kailo programme will involve the following steps over approximately one year:



- **Scoping:** identify the people and resources needed to support delivery of Kailo, and map relevant council staff and community and voluntary sector organisations. This would also include thinking how best to focus the work based on local need, for example within neighbourhoods or targeted groups of young people.
- **Early Discovery:** engaging local stakeholders to explore the results of the Havering Youth Wellbeing Census and identify topics that matter most to them. These would be refined to one or two areas for deeper exploration in the next phase.
- **Deeper Discovery:** establish a “small circle” of young people, relevant community partners and stakeholders to explore the chosen topic area(s) in more detail, identify the systemic factors that drive the challenges, and co-design potential solutions.
- **Implementation:** working with system leaders and local communities to test, refine and implement the ideas created by the young people.
- **Sustainability:** develop a plan for how youth voice can be embedded in ways of working on an ongoing basis, and how the co-designed ideas can be sustained.

4 Roles and responsibilities

Most activities to be led and owned by Havering Council with support from the UCLPartners team consisting of a Senior Implementation Manager (2 days/week) and Implementation Manager (2.5 days/week). Responsibilities of UCLPartners team will include:

- Support with convening, planning and facilitating early discovery sessions
- Support with convening, planning and facilitating deeper discovery activity
- Support capturing key outputs and themes from activities
- Facilitating access to ongoing learning from other Kailo sites
- Participation in the ongoing evaluation work and ongoing academic input from the evaluation teams across UCL and University of Exeter.

Havering Council will provide the following roles with main oversight in Early Help & Partnerships and support from other relevant Starting Well teams, Community & Engagement and Public Health:

Role	Primary focus and contribution
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Sponsor	<ul style="list-style-type: none">• Strategic/system level support• Identification and allocation of resources to support activities
Champion	<ul style="list-style-type: none">• Championing cross-system leadership on addressing the social determinants of young people's mental health and wellbeing• Connections with local system leaders and community partners
Convenor	<ul style="list-style-type: none">• Overall coordination of the work from within Havering• Leading the process of community-forming with young people, community and system leaders• Facilitating and delivering the activities

5 Funding award

The total grant awarded is £30,000. This award is intended to support:

- Payment of young people for their participation in the work (at a recommended rate of £15 per hour)
- Payment of community partners to support participation
- Costs of room hire and catering for the small circle sessions
- Creation of outputs for dissemination
- Staff costs associated with Kailo

Havering Council will manage how the funding is spent, ensuring that all spend is value for money. A final financial report will be provided to UCLPartners including details of how funds were used.

OTHER OPTIONS CONSIDERED AND REJECTED

Do not deliver the Kailo programme

The demand for mental health support among children and young people in Havering has increased significantly, especially since the Covid-19 pandemic. Locally, there has been a notable increase in referrals to the Multi Agency Safeguarding Hub (MASH) due to concerns about children's mental health. Collaborating with UCLPartners on the Kailo programme offers a valuable opportunity to receive expert support and external funding while empowering our local communities to improve mental health outcomes for our children and young people.

PRE-DECISION CONSULTATION

There was engagement with the following officers and organisations:

- Council, Executive Leadership Team
- Havering Integrated Team, Leadership Team (including the Assistant Director of Start Well)

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NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Sedina Lewis

Designation: Public Health Principal

Signature:

A handwritten signature in cursive script that reads "S. Lewis". The signature is written in dark ink on a light-colored, slightly textured background.

Date: 17/04/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The council must provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support; contribute towards preventing or delaying the development by carers in its area of needs for support; reduce the needs for care and support of adults in its area and reduce the needs for support of carers in its area in accordance with section 2(1) of the Care Act 2014. The council is making a decision to make a grant funding agreement to improve adolescent mental health in local places for that purpose.

The council has the power to make the grant funding agreement through section 111 of the Local Government Act 1972, which allows the council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The council must use the grant money for the activities funded by the grant award. If the council ceases the work for the activities funded by the grant award, UCLPartners can require the council to repay a proportionate amount of the grant money that will not have already been spent or committed to be spent on the activities funded by the grant award.

Therefore, the council can make the grant funding agreement.

FINANCIAL IMPLICATIONS AND RISKS

The award of a grant to be hosted and administered by the council up to the value of £30,000 for the delivery of the Kailo programme to improve youth mental health and wellbeing in Havering. The grant will run until 5th August 2026 with an expected start date of May 2025.

Billing against the Grant Award should occur in two stages:

- a. Activation of the Grant Award (up to 50 per cent of total award)
- b. On completion of project and submission of final finance report with breakdown of spend (up to 50 per cent of total award)

Staff time and resources will be required to deliver this project. The roles of Champion and Sponsor will be undertaken by existing staff as part of their work. Currently the plan is to use part of the £30k to add on to other funding to extend the hours of an existing role and the balance will be used to meet the other costs listed above. This should mean that the project is delivered within the funding received – however this should be carefully monitored and controlled to ensure that there is no unfunded cost to the Council.

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HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations. There are no concerning equalities and social inclusion implications and risks associated with this decision.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The recommendations made in this report do not give rise to any identifiable environmental implications or risks.

BACKGROUND PAPERS

1. Kailo - <https://kailo.community/> [Accessed 31 March 2025]
2. Havering Youth Wellbeing Census – Neighbourhood Report 2023 – <https://www.haveringdata.net/youth-wellbeing-census/>

APPENDICES

None.

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Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed 

Name: Tara Geere

Cabinet Portfolio held:

CMT Member title: Director of Starting Well, Statutory Director of Children's Services

Head of Service title

Other manager title:

Date: 17/04/2025

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____

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