

Cabinet Sub Committee (Kyndi Ltd Shareholder Board) – Supplementary agenda No. 1

A meeting of the Cabinet Sub Committee (Kyndi Ltd Shareholder Board) will be held on:

Date: 11 June 2024

Time: 5.30pm

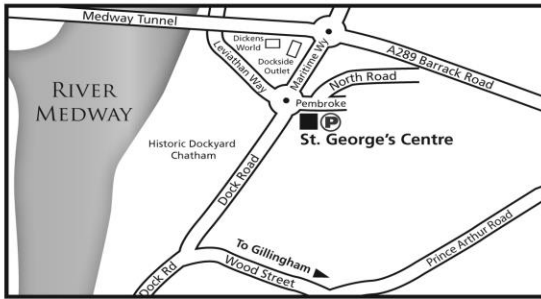
Venue: St George's Centre, Pembroke Road, Chatham Maritime, Chatham ME4 4UH

Items

- | | | |
|---|-----------------------------------|-----------------|
| 5 | Kyndi Strategic Plan | (Pages 3 - 46) |
| 8 | Exclusion of the Press and Public | (Pages 47 - 56) |

For further information please contact Jon Pitt and Teri Reynolds - Democratic Services Officers on Telephone: 01634 332715/01634 332104 or Email: democratic.services@medway.gov.uk

Date: 4 June 2024



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Cabinet Sub Committee
(Kyndi Ltd Shareholder Board)

11 June 2024

Kyndi Strategic Plan

Report from: Jackie Brown, Assistant Director, Adult Social Care

Summary

This report presents the strategic plan for Kyndi 2024 - 2027. It presents the strategic decisions and initiatives, including goals and objectives for the short, medium and long term.

1. Recommendations

1.1 The Cabinet Sub Committee is asked to:

1.1.1 Agree the strategic plan attached at Appendix 1.

1.1.2 Agree the proposed structure for the Kyndi group attached at Exempt Appendix 2.

1.1.3 Agree that Kyndi should pursue the business growth opportunities identified and outlined in the Exempt Appendix 3.

2. Suggested reason for decision(s)

2.1 The Cabinet Sub Committee is requested to approve the recommendations above to improve the corporate governance of the Council's LATCos.

3. Budget and policy framework

3.1 The decision is within the Council's budget and policy framework, including the Council Plan.

3.2 The receipt of regular reports to shareholder board and the opportunity to hold the Chief Executive and the Chair of the Board of Directors to account in respect of the company's performance, aids and enhances transparency and accountability of the Council's interactions with the LATCos.

3.3 This report has been circulated separately to the main agenda. Therefore, the Cabinet Sub Committee is asked to accept this report as urgent to ensure there is no unnecessary delay in development of the Kyndi Strategic Plan and next steps given that the next scheduled meeting of the Sub Committee does not take place until 12 August 2024.

4. Background

4.1 The report presented to the Sub Committee on 31 January 2024 provided details of the updated governance arrangements for the Local Authority Trading Companies (LATCos), following Cabinet's agreement in July 2023, to change the arrangements and establish Cabinet Sub Committees to act as the shareholder boards.

4.2 The Sub committee approved revised Articles of Association and a Memorandum of Understanding (MOU), and recommended that Kyndi Ltd, at its next board meeting, adopt the revised Articles of Association and the Memorandum of Understanding.

4.3 The Chief Executive Officer from Kyndi confirmed that the company was working on its revised Business Plan, which would be presented to its Board and then the Sub Committee.

4.4 Kyndi Ltd has submitted the following documents for consideration by the Cabinet Sub Committee:

4.4.1 Strategic Plan for Kyndi – Appendix 1

4.4.2 Kyndi Group Restructure – Exempt Appendix 2

4.4.3 Business Growth Opportunities – Exempt Appendix 3

5. Key points to note

5.1 In the revised governance arrangements for Kyndi, the Assistant Director for Adult Social Care is the Lead Client Officer. On this basis, these are the observations relating to the Strategic Plan from a health and social care perspective.

5.1.1 Telecare and telehealth are essential technologies that play a crucial role in promoting well-being, safety, and independence for individuals with care needs or long-term health conditions.

The plan aligns with Medway Adult Social Care's vision of promoting people's independence and wellbeing to aid the residents of Medway to live full, active lives; to live independently for as long as possible, and to play a full part in their local communities.

The plan supports the NHS through the use of telehealth which plays a crucial role by enhancing accessibility, efficiency, and patient outcomes while supporting the NHS's mission to provide high-quality healthcare to all.

5.1.2 The plan states how Kyndi will proactively work to engage with Medway’s diverse population and ensure accessibility and inclusion.

This supports Medway Adult Social Care to understand and address barriers to care and support; ensure care and support meets the diverse needs of communities and understand and address inequalities in experience and outcomes. All of which are quality statements in the CQC Assurance of Local Authorities.

5.1.3 The initiative to expand and cement partnerships with key departments within the council is vital for business growth. Currently the focus in both Kyndi and the council is Adult Social Care and there is potential for other services to use Assistive Technology.

5.1.4 Increased Monitoring/CCTV services supports the One Medway Council Plan Priority ‘Enjoying clean, green, safe and connected communities – We want people to feel safe when out on the streets of Medway’

5.1.5 The expansion of Kyndi by working in partnership with Medway Council to create and implement ‘Care for Medway’ is positive. However, at this stage Care for Medway is an ambition and if the proposal goes ahead, a full procurement process will be required, and we cannot pre-determine that Kyndi will be successful. This also needs to be considered in the new group consolidated financial plan.

5.2 Kyndi’s change of approach in researching new Assistive Technology has made a significant difference in the relationship with Adult Social Care. The support provided by Kyndi to frontline Social Care staff with new technology has improved in trust, which in turn leads to the use of technology.

6. Risk management

6.1 Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community. Using the following table this section should therefore consider any significant risks arising from your report.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Insufficient oversight of LATCO activity and performance	The company’s objectives and performance do not align with the councils aspirations	Shareholders boards have been established to received regular reports for the LATCos and provide steer to the company Chief	CIV

Risk	Description	Action to avoid or mitigate risk	Risk rating
		executive and Chair of the board of Directors on their expectations	
Council exposure to unknown risks	The company's activities expose the council financial and or risk	Regular reporting to the shareholder board on activity and risks	CIII
		A scheme of delegation ensures more significant decisions are taken at more senior levels within the company/ council.	CIV
Inclusion of Medway Council ambition in the Business Plan Finance for New Group Consolidated	The full business plan finance for the New Group Consolidated includes Care Home. This is an ambition for Medway Council and if the proposal goes ahead, a full procurement process will be required to commission a care provider and we cannot pre-determine this will by Kyndi Ltd.	Business Plan Finance to clearly document that the Care Home included in the plan is subject to Kyndi being successful in a procurement process.	CIV

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

7. Consultation

- 7.1 The business plan was agreed by the Board, comprising two non-executive directors who both have experience and expertise in a commercial environment.

8. Climate change implications

- 8.1 [The Council declared a climate change emergency in April 2019](#) - item 1038D refers, and has set a target for Medway to become carbon neutral by 2050.
- 8.2 There are no direct implications arising from this report or the draft strategic plan.

9. Financial implications

- 9.1 The financial implications are set out in Appendix 1 and exempt Appendix 3 of this report.

10. Legal implications

- 10.1 The shareholders own the business, however the day to day management of the business is the responsibility of the Chief Executive and the Board of Directors. The shareholders responsibility derives from the Articles of Association (which set out the company's purpose and governance framework) and the Memorandum of Understanding sets out the operational decision making framework.
- 10.2 As a shareholder, the Sub Committee is entitled to receive regular reports from the Board of Directors on the company's activities, its performance, outlook over the next quarter and beyond. The shareholders need to be confident that the companies Chief Executive and the Board Directors can deliver on the approved business plan and to be informed if there are any material changes to the business plan or divergences from expected returns.
- 10.3 The company have shared embryonic proposals (in exempt papers) regarding potential new markets. These will need to be considered in depth and will require professional advice from external advisors particularly in respect of tax. The current recommendation in the exempt paper does not commit nor bind the council to any specific course of action save for further exploration.
- 10.4 In order to expedite matters and reduce external fees, it is recommended that the company be permitted to explore the issues however where external professional are required to be instructed/ requested to advise, that
- company is responsible for such fees
 - such a course of action can only occur with joint instructions being provided by the company and the council
 - all communication to/from the professional advisors are shared

As result the external consultant will have duty of care to both “clients” and the impact on both organisations can be considered holistically.

Lead officer contact

Jackie Brown, Assistant Director Adult Social Care, jackie.brown@medway.gov.uk

Appendices

Appendix 1 - Strategic Plan

Exempt Appendix 1 - Group Restructure

Exempt Appendix 2 - Business Growth Opportunities

Background papers

None



Strategic Plan for **Kyndi**

Empowering Lives Through Assistive Technology & Monitoring

2024-2027

Executive Summary

Kyndi is a group of companies, the parent company being a Teckel and the trading subsidiary a S95 company, and one currently non trading subsidiary, operating across three interdependent workstreams: assistive technology, monitoring, and CCTV. Our strategy includes a re-structure in order to overcome current challenges and ensure a solid base for future growth and sustainability. Through focused investments in HR support, marketing, and technology, the company seeks to enhance operational efficiency and improve competitiveness, so we are at the forefront of innovation and cost effectiveness.

Our company is committed to becoming a leader in providing innovative assistive technology solutions and cutting-edge CCTV & Monitoring solutions. With a vision to enhance the quality of life for individuals with diverse abilities and ensure public safety and security, we aim to achieve these goals through a blend of innovation, accessibility, empathy, and integrity.

The company will develop individualised solutions based on a suite of new products to maximise the best positive impact for our clients, particularly within the growing assistive technology market, which is currently valued at 1.0 billion GBP to the UK economy. With the demographic shift expected in Medway and Swale, our focus on tailored solutions positions

us well for future growth in the private clients while being able to provide better solutions for an increased volume of residents funded by Medway. Presently, we collaborate closely with Medway Council and Medway NHS Trust and we believe this needs to progress into Primary Care Networks to enable us to support people with their needs at a much earlier stage in their journeys, by incorporating co-production into our decision making.

The growth strategy includes expanding into new sectors, diversifying our customer base with and offering tailored options through greater use of new technology, (some of which is still in development), and fostering innovation and partnerships particularly with new partners such as health and equipment designers. This includes targeting private-pay assistive technology customers, extending our reach beyond older individuals, and collaborating on initiatives like "Care for Medway." Additionally, we explore acquisition opportunities and implement robust sales and marketing plans.

Identified risks include those faced by Medway stakeholders, the significant cost of transitioning to digital technologies, recruitment and retention hurdles, potential cost increases, pricing strategies, compliance obligations, office relocation

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delays, and business loss. Addressing these risks is vital for our strategic success.

Critical milestones include appointing a Chief Finance Officer, completing an organisational restructure, implementing a new alarm response platform, launching a Digital Lifeline System, conducting market exercises, completing digital transitions, implementing marketing initiatives, and defining our role in "Care for Medway" initiative requirements.

Re-Investment from future profits is needed for acquisitions, new technology platforms, marketing and HR support, website development, and expansion into regulated services.

In the short-term (1-2 years), our focus is on increasing market share by 15%, launching four new assistive technology products, enhancing customer support services, and supporting "Care for Medway" workstreams. This includes ensuring the completion of the analogue to digital changeover by the end of 2025. (Wearable and sensor) in line with current and future requirements.

The numbers of people requiring support in relation to their care is growing putting additional pressure on Adult Social Care departments who are already struggling from a funding perspective.

The assistive technology market is in growth and assistive technology has a huge part to play in reducing the financial burden on these services, but more importantly allowing people to receive support in a way that encourages their independence and ability to stay in their own homes. Kyndi will work in partnership with Medway Council to ensure the council meets their own targets in increasing the use of assistive technology. Kyndi will introduce proactive monitoring solutions that are sensor based to work alongside reactive wearable products, our product launches will support specific health and social care initiatives which may include falls preventions, medication provision, and reduction in hospital admissions.

Moving into the medium-term (3-5 years), we plan to expand into additional markets, achieve 20% revenue growth, and develop AI-driven systems for proactive monitoring. This period will also see us establishing partnerships with healthcare providers and public sector organizations to further our reach and impact.

In the long-term (5+ years), our vision is to pioneer breakthrough technologies, contribute to policy development for accessibility standards and public safety, and become a recognised brand and trusted advisor in our field.

Financially, we aim to maintain a healthy balance between investment in growth and sustainable profitability. This includes exploring funding opportunities, diversifying revenue streams, and managing costs efficiently whilst retaining our Teckel compliance in Kyndi Ltd.

Our product and technology development strategy involves soliciting feedback from users using co-production, investing to stay at the forefront of technology, and ensuring that we support our shareholder in meeting their financial savings targets within their statutory requirements.

Marketing efforts will focus on implementing a comprehensive strategy leveraging digital channels and partnerships, with targeted campaigns aimed at increasing awareness among key decision-makers in healthcare and public sectors.

Distribution and sales will be strengthened through strategic partnerships with healthcare providers, education providers, and public sector agencies, while customer support will be a priority with accessible helplines and continuous improvement based on user feedback.

Regulatory compliance, talent development, IT infrastructure, and monitoring and evaluation processes will be key areas of focus to ensure alignment with our mission and vision while mitigating risks and dependencies along the way.

Vision Statement

To be a leader in providing innovative and accessible assistive technology solutions, enhancing the quality of life for individuals with diverse abilities.

To be the foremost provider of cutting-edge CCTV & Monitoring solutions, ensuring public safety, security, and effective law enforcement through advanced technology and strategic partnerships.

Mission Statement

Our mission is to develop and deliver cutting-edge assistive technologies and monitoring solutions that support organisations to monitor, respond and prevent security incidents, and that empower individuals to overcome challenges, fostering independence, inclusion, and a sense of accomplishment and whilst also supporting our shareholder in reduction of Adult Social Care financial pressures.

Core Values



Innovation

Embrace creativity and technology to develop pioneering solutions.



Accessibility

Ensure that our products are inclusive and user-friendly for all abilities.



Empathy

Understand and address the unique needs of our users with compassion.



Integrity

Uphold the highest ethical standards in all aspects of our business.

Ensuring Diversity and Inclusion

Ensuring Diversity and Inclusion

Medway is becoming more diverse, 15.7% of residents identified as being from **ethnic minority backgrounds**. This is lower than England and Wales where 18.3% of residents identified as being from **ethnic minority backgrounds**. 5.6% of residents identified as being **Black, Black British, Black Welsh, Caribbean or African**, the largest increase of any ethnic group.

The most common language of residents whose main language is not English is Romanian followed by Polish & Punjabi

We will proactively work to engage with our diverse population and ensure accessibility and inclusion in the following ways Invite community groups to engagement events. Ensure information is available in several formats. Ensure all team members are dementia friends. Encourage applications for employment to ensure everyone is represented.



Addressing inequalities

Kyndi is committed to addressing health and financial inequalities, particularly for individuals who need assistive technology. As an organisation, we plan to collaborate with other relevant organisations to implement the following strategies:

1. Increase Awareness and Education

- **Public Awareness Campaigns:** Launch campaigns to educate the public and healthcare providers about the importance and availability of assistive technologies.
- **Training for Healthcare Providers:** Offer training programs for healthcare professionals to identify needs and provide recommendations for assistive technologies.

2. Improve Accessibility and Affordability

- **Subsidies and Grants:** Establish subsidies to make assistive technologies more affordable for low-income individuals.

3. Enhance Policy and Advocacy Efforts

- **Legislative Advocacy:** Lobby for policies that support funding for assistive technology and address financial barriers.
- **Inclusive Policy Development:** Ensure that policies related to healthcare and technology consider the needs of people requiring assistive technology.

4. Expand Access through Community-Based Programs

- **Community Groups:** Promote assistive technology services to community groups to help individuals and carers access and support these services.
- **Outreach Programs:** Develop outreach programs to reach underserved populations and provide information and resources on assistive technologies.

5. Implement Technology and Innovation Solutions

- **Telehealth Services:** Utilise telehealth to assess needs and provide follow-up support for individuals using assistive technology, reducing the need for in-person visits.

6. Conduct Research and Data Collection

- **Needs Assessment:** Conduct regular assessments to understand the specific needs and challenges faced by people requiring assistive technology.
- **Impact Studies:** Evaluate the effectiveness of assistive technologies in improving quality of life and reducing inequalities.

7. Foster Collaboration and Partnerships

- **Cross-Sector Collaboration:** Encourage partnerships between government, private sector, non-profits, and community organisations to create a unified approach to addressing these inequalities.

8. Promote Digital Inclusion

- **Access to Digital Devices:** Highlight funded access to smartphones, tablets, and computers that can be used with assistive technology applications.
- **Digital Literacy Programs:** Promote training programs to improve digital literacy among people with disabilities, ensuring they can effectively use assistive technologies.

By implementing these strategies, Kyndi aims to make significant strides towards reducing health and financial inequalities for individuals who need assistive technology, ensuring they have the tools and support necessary to lead independent and fulfilling lives.

Strategic Decisions and Initiatives

The strategic growth is focussed around the
following core areas:

Growth of Non-Medway Council business within existing sectors

- Private Pay Assistive Technology Customers
- Private Sector/VCSE Care Homes/Supported Living
- Extend customer base from traditional base of older people to all people with diverse abilities
- Extend Assistive Technology to include Health
- Look forward to AI Opportunities
- Tender Opportunities
- Partnership working
- Sales and marketing plans to be created and implemented to ensure there is a concise approach
- Expansion of the existing Medway Council Kyndi business
- Increase Monitoring/CCTV services delivered to Medway Council
- Work with Medway Council to expand Partnership opportunities across other Local Authorities for both Assistive Technology and Monitoring Services
- Extend customer base from traditional base of older people to all people with diverse abilities

- Look forward to AI opportunities
- Cement Partnerships with key departments within the Council
- Implement new TEC Champion into Adult Social Care to ensure a TEC first mentality
- Responder service (this could also be used for Non-Medway Business)

Expansion of Kyndi

In Partnership with Medway Council, work in partnership to create and implement “Medway Cares”.

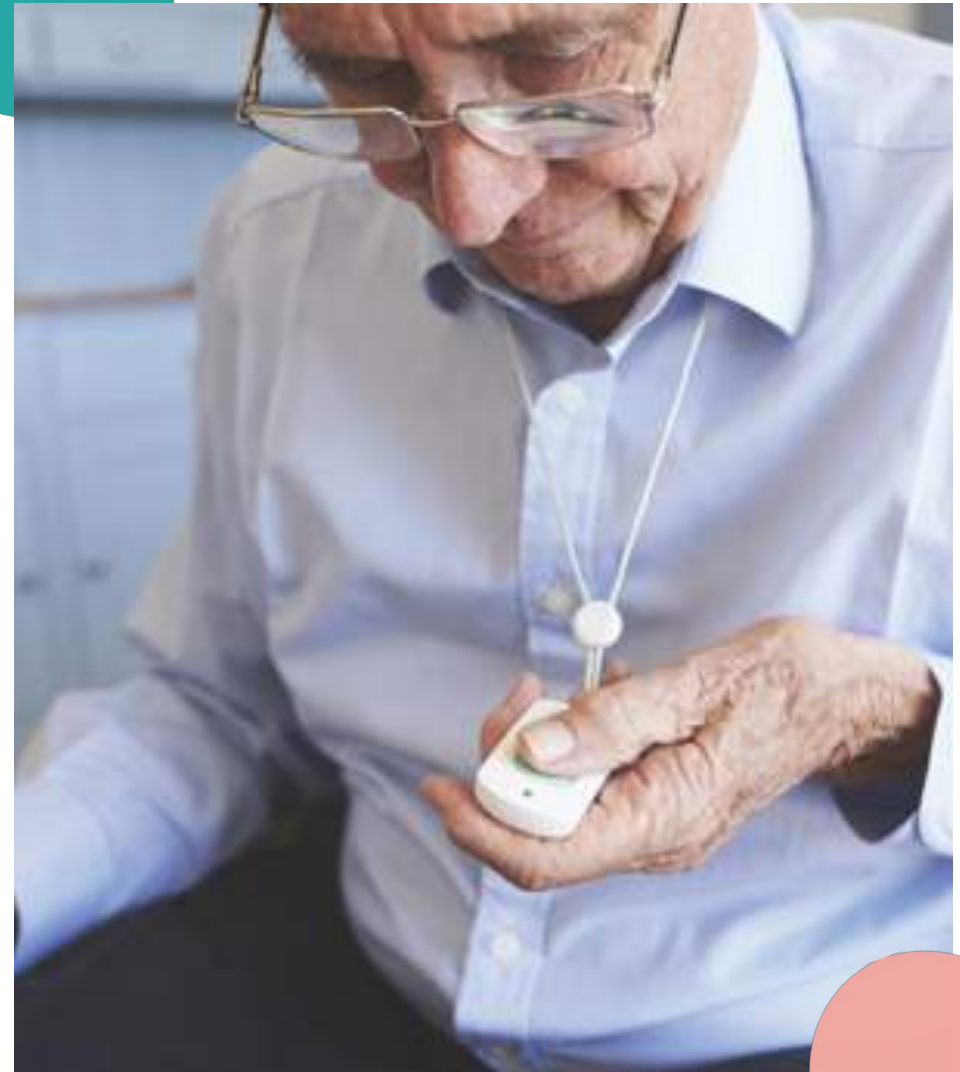
Commercially Sensitive please see appendix

Acquisitions

Consider Acquisitional Opportunities

Product and Technology Development

- Solicit feedback from users and utilise coproduction incorporating it into product improvements
- Increase product range from predominantly wearable reactive products to proactive sensor based products enable preventative approach
- Invest in Product assessment and impact to ensure products are launched in line with the needs of our shareholder
- Digital enabled Alarm receiving centre and interoperable product range will allow for increased options to deliver services.
- Invest in R&D to stay at the forefront of CCTV technology, including AI-driven analytics, facial recognition, and real-time monitoring capabilities.
- Ensure adaptability to evolving cybersecurity standard



Goals and Objectives

Short-Term (1-2 years)

- Increase market share by 15%, launch a minimum of four new assistive technology products, enhance customer support services, enhance systems and increase skills.
- Support delivery of Care for Medway workstreams (reablement, care home provision).
- Ensure analogue to digital changeover is completed within required timeframes (end of 2025).
- Ensure products are interoperable.

Medium-Term (3-5 years)

- Expand into additional complimentary markets, establish partnerships with healthcare providers and public sector organisations achieve 20% revenue growth.
- Develop and implement AI-driven systems for proactive monitoring.

Long-Term (5+ years)

- Pioneer breakthrough technologies, contribute to policy development for accessibility standards and public safety, become a recognised brand and trusted advisor.

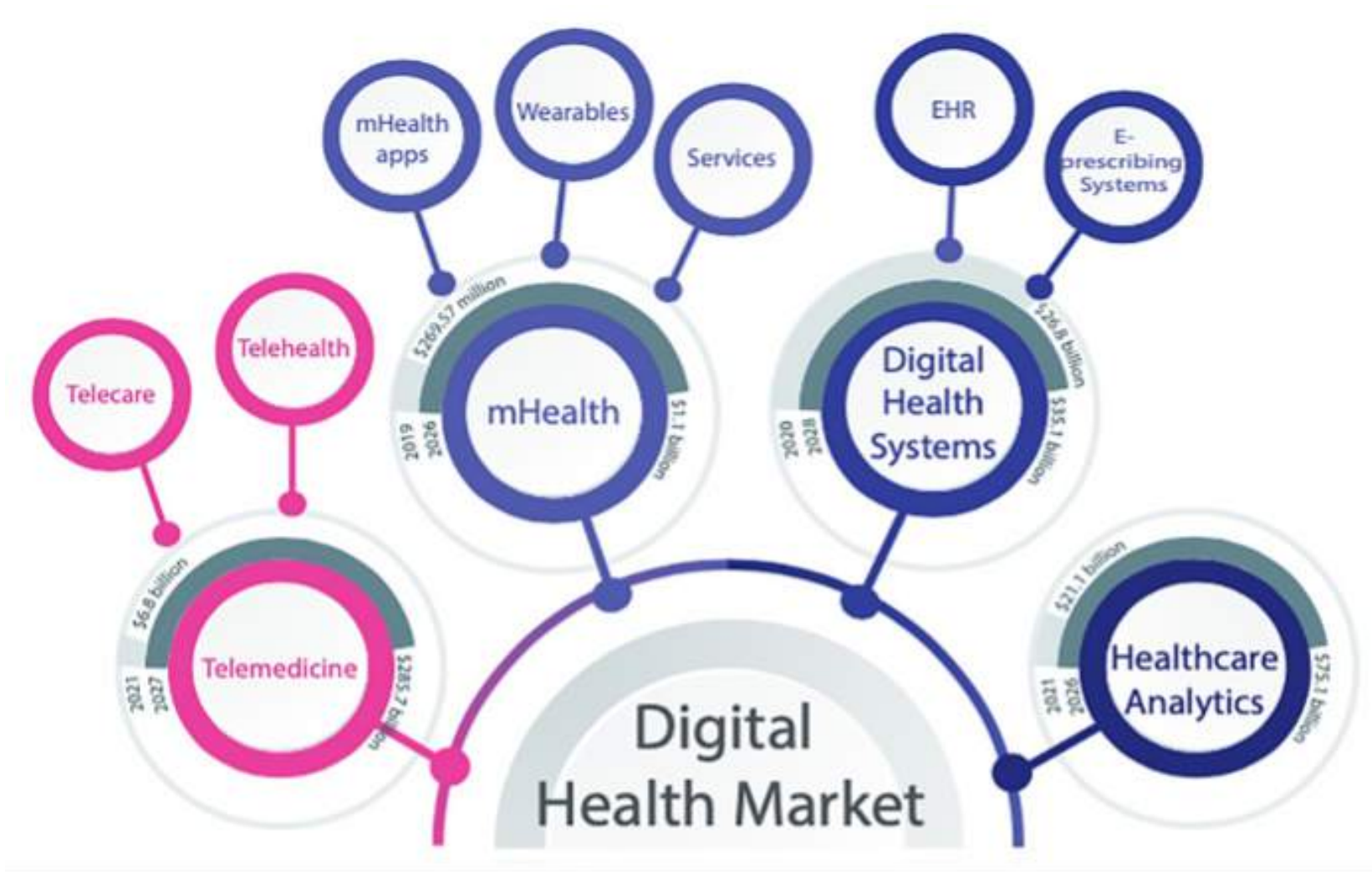
Financial plan

Financial plan	2022 / 23 Actual	2023 / 24 Actual	2024 / 25 Forecast	2025 / 26 Forecast	2026/27 Forecast
Sales	2,194,869	2,311,090	2,613,626	3,034,482	3,593,466
Gross Margin	1,725,562	1,989,805	2,198,029	2,548,797	2,978,009
Operating Profit	221,386	365,108	307,675	442,941	851,104
Non Operating expenses	- 82,325	- 56,856	- 53,400	- 52,200	- 51,000
Net Profit	139,062	308,252	254,275	390,741	800,104
Gross Margin	79%	86%	84%	84%	83%
Operating Profit	10%	16%	12%	15%	24%
Net Profit	6%	13%	10%	13%	22%

To see the full Business plan finance please see appendix

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Current Market



View current market details at: <https://www.nextmsc.com/report/uk-disabled-and-elderly-assistive-device-market>

Assuming 1% total market spend relates to Medway

Medway is in the top **40%** most densely populated local authority areas and stood at **279,800** in 2021 of which **57,016** are children and young people aged 0 to 15

176,703

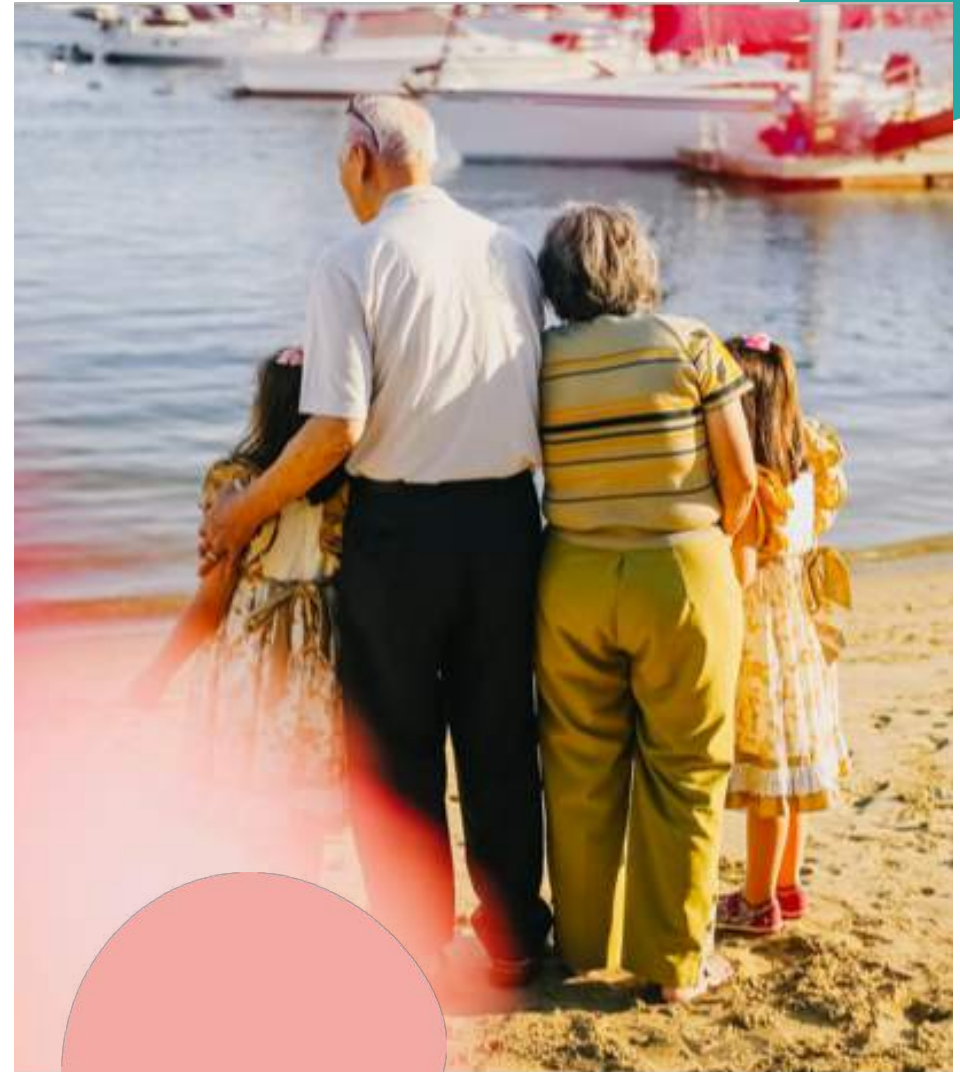
are working age adults (16-64)

46,054

are older people (65+)

299,734

Our population is expected to grow 299,734 by 2040 up 6%



The following emerging trends were identified in digital health & care post-COVID

Health and care become more personalised through the deployment of patient specific devices and person-generated data. These provide users with more precise, personalised approaches to health and care delivery.

Overall emphasis on wellbeing and prevention of ill health

Almost every technical subsector in digital health and care is contributing to preventative health and care. For example, using AI and predictive analytics alongside data from remote monitoring enables healthcare providers to identify and address emerging health and care requirements of both individual citizens and overall populations before they escalate into poor health or health emergencies.

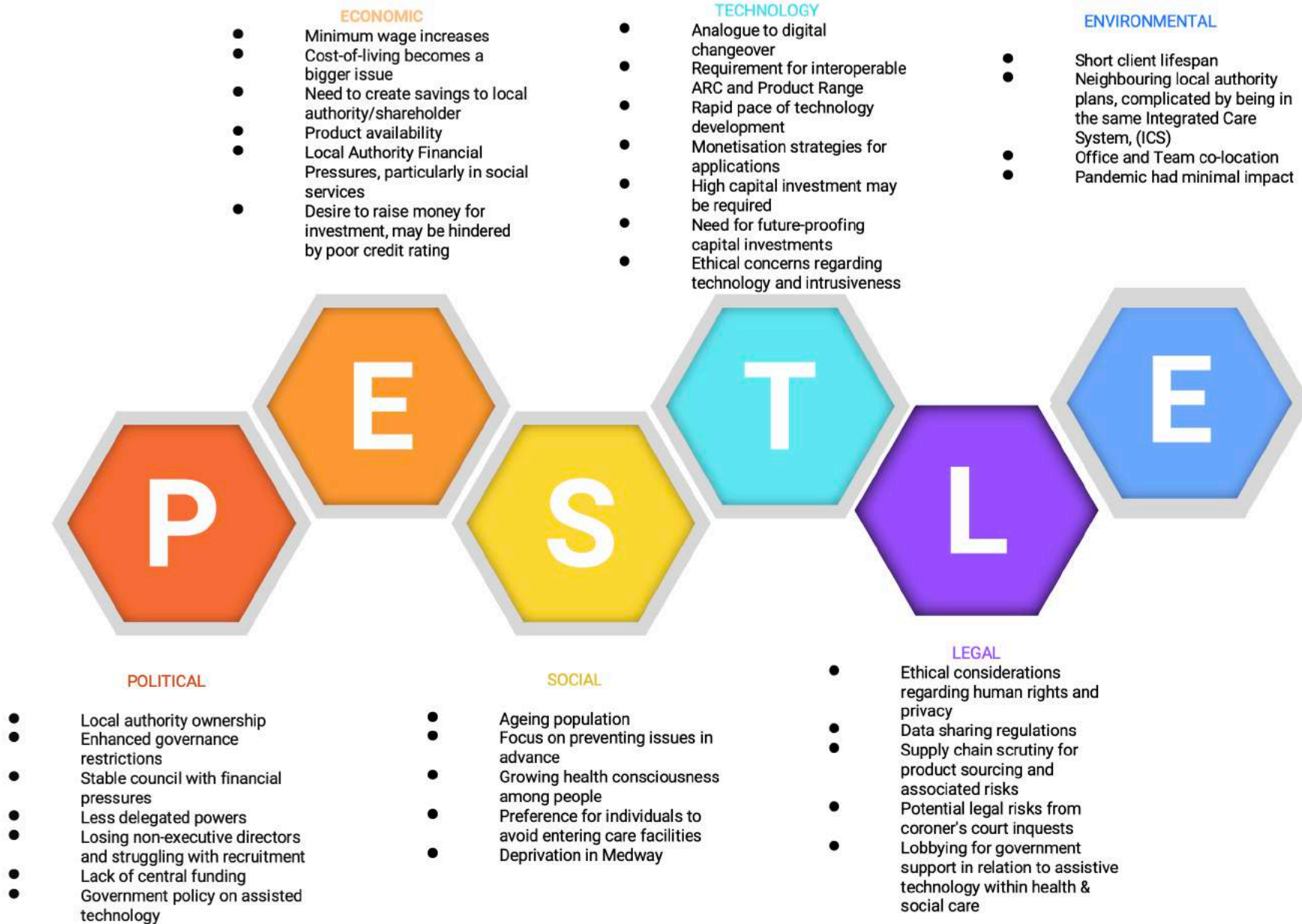
Care moving away from hospitals into community setting

It is increasingly common for care to be provided in a homely/ community setting.

The most significant effect of COVID-19

The most significant effect of the COVID-19 pandemic on digital health and care sector is the accelerated adoption of digital solutions to support health and care services at scale

Digital solutions were the primary tool in providing alternative methods to face-to-face service delivery during national lockdowns. The increased demand of digital health and care solutions is in turn reflected in the market size and growth. While the demand for such services has stabilised, it remains at significantly higher levels than pre-pandemic, suggesting an unprecedented increase in public trust on digital technology. The legacy of COVID-19 pandemic may be the acceptance and, possibly, the expectation that digital solutions will be used alongside, and in support of, standard practices to deliver health and care services from now on (cf. McKinsey and Company, 2021).



Target Market

**People with
diverse needs
across all ages
and ranges**

**Lone Working
Organisations**

**Public sector
organisations**

**Private sector
organisations**

**Health and
Social Care
providers**

**Acquisitional
opportunities**

Marketing and Branding

Roadmap

- Implement a comprehensive marketing strategy, utilising digital channels and partnerships with relevant organisations.
- Engage in targeted marketing campaigns to increase awareness among health care and public sector decision-makers.
- Build a strong brand identity centred around empathy, reliability, and innovation.
- Develop a virtual house showcasing Kyndi.

For referencing, please use:

Morrison, C., Rimpiläinen, S., Bosnic, I., Thomas, J. and Savage, J. (June 2022). Emerging Trends in Digital Health and Care: A Refresh post-COVID. Digital Health & Care Innovation Centre. Glasgow: University of Strathclyde. <https://doi.org/10.17868/strath.00082>



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Next steps

Distribution and Sales

- Establish strategic partnerships with healthcare providers, rehabilitation centres, and education providers.
- Develop an efficient online sales platform to reach a wider audience
- Strengthen existing partnerships with public sector agencies and explore collaborations with technology providers, urban planners, and emergency response services.
- Leverage partnerships to create integrated solutions for smart city initiatives.

Regulatory Compliance:

- Stay updated on international accessibility standards and ensure all products comply with relevant regulations
- Ensure relevant accreditations are achieved
- Stay abreast of local and international regulations related to surveillance technology.
- Proactively address privacy concerns and ensure compliance with data protection laws

Customer Support and continuous improvement

- Provide exceptional customer support, including accessible helplines and tutorials.
- Implement a feedback loop for continuous improvement based on user experiences
- Regularly assess the performance of deployed systems and gather feedback from clients for continuous improvement.
- Stay agile to adapt to emerging security threats and technological advancements

Financial Management

- Maintain a healthy financial structure, balancing investment in growth with sustainable profitability remaining teckel compliant
- Manage costs efficiently while ensuring competitive pricing.
- Explore funding opportunities, grants, and public-private partnerships to support the deployment of CCTV solutions
- Diversify revenue streams

Risks & Dependencies

- Collaboration required between key stakeholders at Medway
- Analogue to Digital Changeover
- Employee Recruitment and Retention – particularly during start-ups within health & social care and acquisitions
- Salary cost of living increases
- Pricing
- TUPE obligations – keep in mind cost implications particularly around LGPS
- Accreditations
- Office move not happening – This could negatively impact staff morale
- Loss of Medway business – in the short term this would be catastrophic for the business, however our growth and expansion plans will be to mitigate this risk and by 2026/27, whilst will still form a large part of our business, will be a lower risk due to the sharing of risk across many more customers
- No suitable acquisitions available

- Investment Capital not available
- Market knowledge not kept up to level required

Talent Development

- Attract and retain talent in fields such as customer delivery, product, client acquisition, data analysis.
- Invest in ongoing training to upskill the teams and implement clear development plans
- Ensure structure is fit for purpose with regular skills gap analysis and robust training plans
- Instil commercial mindset across the organisation, whilst at the same time ensuring alignment with shareholder. Public Sector by Heart, Private Sector by Head

Monitoring and Evaluation

- Regularly assess key performance indicators (KPIs) related to sales, customer satisfaction, and market share.
- Adjust strategies based on market trends and customer feedback

Systems & IT Development

- Investment into new Alarm Receiving Centre (ARC) platform to enable future proofing.
- Change financial systems to allow integration into delivery platform.



Milestones

- Q1 2024/25** Implement change of digital lifeline and peripherals from existing provider for short term mitigation of risk
- Q1 2024/25** Mobilise finance system
- Q1 2024/25** Organisational Restructure
- Q2 2024/25** Mobilise new assistive technology platform
- Q2 2024/25** Launch new Digital Lifeline System and peripherals
- Q2 2024/25** Appoint Senior member of finance
- Q2 2024/25** Market Exercise for new website/ecommerce system
- Q2 2024/25** Employee Survey
- Q3 2024/25** Mobilise and implement new website/ecommerce system
- Q3 2024/25** Salary Benchmarking Exercise
- Q3 2024/25** Kyndi Digital Change Deadline



Ease of mind

Clare Burgess CEO

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Cabinet Sub-committee (Kyndi Ltd Shareholder Board)

11 June 2024

Exclusion of the Press and Public

Report from: Bhupinder Gill, Assistant Director, Legal and Governance

Author: Jon Pitt, Democratic Services Officer

Summary

This report summarises the content of exempt appendices, which, in the opinion of the proper officer, will contain exempt information within one of the categories in Schedule 12A of the Local Government Act 1972. It is a matter for the Cabinet Sub-committee to determine whether the press and public should be excluded from the meeting during consideration of these documents.

1. Recommendation

- 1.1 The Cabinet Sub-committee is required to decide whether to exclude the press and public during consideration of the following documents because consideration of these matters in public would disclose information falling within one of the descriptions of exempt information contained in Schedule 12A to the Local Government Act 1972, as specified below, and, in all the circumstances of the case, the public interest in maintaining the exemption, outweighs the public interest in disclosing the information.

Report Title	Kyndi Strategic Plan
Agenda Item	5
Summary	The Exempt Appendices (to follow) set out proposals for the Kyndi Group Restructure and Business Growth Opportunities
Category of exempt information (Schedule 12A of the Local Government Act 1972)	Not for publication under paragraph 3 of Schedule 12A of the Local Government Act 1972 – Information relating to financial or business affairs of any

	particular person (including the authority holding that information).
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- 1.2 Members are advised that the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 requires 28 clear days' notice of a Cabinet or Cabinet Sub-Committee meetings to be held in private.
- 1.3 Notices of intention to conduct business in private were originally issued on 1 May 2024 for the above reports.
- 1.4 This report confirms the previous notices of intention to conduct this business in private.

Lead Officer Contact

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Appendices

None

Background Papers

[Forward Plan – Cabinet 4 June 2024, Cabinet Sub Committees 30 May, 6 June and 11 June 2024](#)

NOT FOR PUBLICATION

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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NOT FOR PUBLICATION

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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