

Cabinet Sub-Committee
(Kyndi Ltd Shareholder Board)

18 November 2025

Kyndi Strategic Plan

Portfolio Holder: Councillor Teresa Murray, Deputy Leader of the Council

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Summary

This covering report provides an overview of the progress made in quarter 2 of 2025/26 against the approved Kyndi Business Plan, with reference to the new Kyndi Strategic Plan 2025-28 document.

1. Recommendations

1.1. The Cabinet Sub Committee is asked to note the updates in the report.

2. Suggested reasons for decision

2.1. In order for the company to fulfil its purpose, the Shareholder should monitor progress of its objectives against the Business Plan.

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 the 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. In line with these arrangements, the following information, key points of which are summarised in paragraphs 4 and 5 of this report, have been provided by Kyndi Ltd:

- Appendix 1 – Kyndi Strategic Plan 2025-2028
- Appendix 2 – Values

- Appendix 3 – Feedback and Quotes
- Exempt Appendix 4 – Pestle Analysis
- Exempt Appendix 5 – SWOT Analysis
- Exempt Appendix 6 – Employee Engagement Survey
- Exempt Appendix 7 – Kyndi Delivery Plan
- Exempt Appendix 8 – Risk Register
- Exempt Appendix 9 – Financial Plan
- Exempt Appendix 10 – Business Continuity Management Plan.

4. Background

4.1. The Business Plan was agreed at Cabinet Sub Committee dated on 11 June 2024.

4.2. Key achievements during Q2 include:

- Customer satisfaction has increased from 77% last quarter to 98% at the end of Q2.
- The Kyndi customer retention rate has increased from 84% to 85% this quarter - more than double of market average of 40%.
- Circadacare Smart Lightbulbs funding in place and deployment of circa 82 units in situ already providing strong savings and cost avoidance for Adult Social Care. This is also being rolled out into Medway Community Health Falls teams.
- Proof of concept for Beechband has been agreed. Funding approved at £10k once initial proof of concept complete.
- Savings and cost avoidance continue to increase. Validation of figures are now being carried out by the Council's corporate finance team. Scores from staff stay interviews average at 4.1 out of 5 for overall staff satisfaction, with staff notably agreeing that their work is meaningful, rating this as a 4.9 out of 5.
- The rollout of the Workplace Culture training sessions has been completed.
- All actions from the Health & Safety and Fire Risk assessments have been completed.
- Kyndi sponsored and attended the Medway Neurological Network TEC event.

5. Key points to note

5.1. Q2 has, overall, continued to be positive, with continued progress across all areas of the business, and significant work being undertaken operationally. It is expected that Q3 will yield continued positive deliverance in line with the 3-year plan.

5.2. Stay interviews have taken place across the team to provide insight into staff morale. These were largely very positive, with an average score of 4.1 out of 5 across all questions. Scores will hopefully increase further following the rollout of the Workforce Culture training sessions.

- 5.3. Heads of Terms have now been signed for the move to the new control centre at Gun Wharf. The move is due to take place in January 2026.
- 5.4. Evondos - Medication Adherence system project – 65 dispensers have now been deployed and implemented successfully (up from 42 in Q1), additionally, the first privately funded Evondos has also been deployed. Annualised cost savings/avoidance for Adult Social care is £599k, and a further £53k for the Acute Trust.
- 5.5. Other councils are also in discussion with using Lilli's managed service options, with some considering offerings, and others in the process of discussing costs.
- 5.6. Alzheimer's Society and Health Innovation Kent Surrey & Sussex looking to use Kyndi as a test bed for new innovation using the managed service. Alzheimer's society are also engaging with running proof of concept for Smart Socks that detect epilepsy.
- 5.7. Proof of concept has been agreed for the [Beechband](#) device, a non-clinical device that supports those with neuro diverse challenges. Funding has been approved at £10k once the proof of concept is complete.
- 5.8. New technology is currently being investigated, including flood detection technology in MHS Homes and new devices to support clients with visual & hearing impairments.
- 5.9. In Medway Adult Social Care 196 Intelligent Lilli's have installed to date, over the last 18 months, with 63 units deployed as of 30th September 2025.
- 5.10. There has been 1 Health & Safety incident reported for Q2, which was investigated with no faulty equipment found. It has been 38 days since the last incident. The Health & Safety Committee will convene on a monthly basis moving forwards.
- 5.11. Total cameras offline is below 5%. Attending Forum groups and task force conversation to explain the public CCTV system and assist with ways the cameras could help and build partnerships for a safer Medway.
- 5.12. The Kyndi Strategic Plan for 2025-2028 has now been completed (see Appendix 1), which sets out a clear action plan and key objectives for each of Kyndi's services over the next 3 years. Areas of strategic focus include achieving operational excellence, cost savings, continuous growth and improvement based on customer feedback and market needs, whilst remaining sustainable and environmentally-conscious.

6. Risk management

- 6.1. The risk register has been separately assessed by the council's Chief Operating Officer. Assessed risks are detailed in exempt Appendix 8 of this report.

7. Consultation

7.1. N/A

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. Kyndi are currently preparing their strategic plan which will include their commitment and actions in relation to Environmental, Social and Governance and their support to Medway's Climate commitments.

9. Financial implications

9.1. The financial implications are set out in exempt Appendix 9 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 company's 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.

Lead officer contact

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Appendices

Appendix 1 – Kyndi Strategic Plan 2025-2028

Appendix 2 – Values

Appendix 3 – Feedback and Quotes

Exempt Appendix 4 – Pestle (to follow)

Exempt Appendix 5 – SWOT (to follow)

Exempt Appendix 6 – Employee Engagement Survey (to follow)

Exempt Appendix 7 – Kyndi Delivery Plan (to follow)

Exempt Appendix 8 – Risk Register (to follow)

Exempt Appendix 9 – Financial Plan (to follow)

Exempt Appendix 10 – BCMP (to follow)