



Strategic Plan 2025-2028

Smarter Care. Safer Communities. Stronger Futures.



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Foreword from Clare Burgess, Chief Executive

This Strategic Plan marks a defining moment for Kyndi Ltd. As a Local Authority Trading Company wholly owned by Medway Council, we exist to deliver public value, through services that protect, empower, and connect our communities.

Over the past year, we've restructured our organisation, strengthened our governance, and built a solid foundation for sustainable growth. We've improved medication adherence, helped individuals avoid residential care, expanded our community safety response capability, and invested in digital infrastructure to manage footage securely and efficiently. These achievements reflect not just operational progress, but a renewed sense of purpose.

Our agility, both as a company and as a team has been central to this progress. We respond quickly to emerging needs, adapt services at pace, and innovate confidently, ensuring we remain aligned with the evolving priorities of our partners and the communities we serve.

Looking ahead, our three-year ambition is clear: to grow our reach, deepen our impact, and lead innovation in assistive technology and public safety. We will continue to invest in predictive care models, expand our monitoring capabilities, and launch platforms that give colleagues a voice in shaping the future. Our priorities are grounded in empathy, innovation, accessibility, and integrity, values that guide every decision we make.

This plan reflects the alignment between operational leadership and governance. I work closely with Peter Little, our Chair, to ensure that our delivery is matched by strong oversight and strategic clarity. Together, we remain accountable to our shareholder, Medway Council, and committed to delivering services that matter.

To our colleagues, clients, partners, funders, and shareholder: thank you. Your trust, insight, and collaboration have helped shape this plan, and will shape our future. We remain committed to delivering services that matter, with people who care, and values that endure. We are proud of what we have built and are excited for what comes next.



Clare Burgess
Chief Executive, Kyndi Ltd

Foreword from Peter Little, Chair

It is with great pleasure that myself and Clare introduce our plan for Kyndi Ltd covering the next three years.

As a new Board we have spent considerable time planning the development of the company; we want Kyndi to be the recognised leader in providing assisted technological solutions to enable people to live independent lives as long as possible. In order to achieve this we will be looking to utilise leading edge technology, backed up by a committed and talented workforce who will place our customers first. In addition we will build a culture where everybody feels valued and encouraged to maximise their skills.

As a Board, we understand the value of good corporate governance and we will strive to uphold the highest standards possible to ensure we deliver value and service to our shareholder, our customers, our partners and the wider community. I know that my fellow directors share both the vision and the plans that will be put in place to achieve our aims and that it will make our community a more comfortable and caring place to live.



Peter Little
Chair, Kyndi Ltd

Our 3 Year Road Map

1.

Year 1 2025-2026

- Implementation of our Alarm Receiving Centre system
- People Strategy launched, building a culture that works for everyone
- Operations improvement plan in place increasing use of automation
- Marketing Strategy developed
- 19% growth achieved
- 10% reduction in carbon emissions
- Client and stakeholder groups formed

2.

Year 2 2026-2027

- Learning and growth plan for colleagues launched
- New Telecare BS8684 accreditation achieved
- 100% digital migration achieved
- 19% growth achieved
- 2 new products and 2 new strategic partnerships launched
- Supplier code of conduct implemented
- Colleague participation and engagement increased to 85%

3.

Year 3 2027-2028

- Uptake of assistive technology increased by 20%
- Client satisfaction 85%
- Growth achieved through strategic partnerships increased by 5%
- Colleague satisfaction reaches excellent levels
- A further 2 new products launched
- Culture of continuous improvement embedded

Who we are and what we do



Where we came from

Kyndi Ltd was established in 2016 as Medway Commercial Group Ltd, a Local Authority Trading Company (LATCo), wholly owned by Medway Council. Its initial purpose was to deliver the council's successful CCTV and telecare services on a more commercial and scalable basis. In 2020, following a strategic restructure and leadership refresh the company rebranded to Kyndi providing CCTV, Monitoring and Assistive Technology Solutions.

The 2020 rebrand marked a shift toward person-centred care, assistive technology, and monitoring solutions that empower individuals with the technology and support they need to live independently, safely and with confidence.



Kyndi means “kind” in Old Norse and, fittingly for a Medway Valley based organisation, “Kent River Valley”.



Our company structure and governance

Kyndi Ltd is a Teckal company, Medway Council are our sole shareholder, we have two subsidiary companies that are 100% owned by Kyndi Ltd, a non teckal company (Kyndi Care Ltd) and a dormant company (MPS).

Our Board of Directors guide us in our mission to deliver person led technology, enhanced care, support and safety services. It is their role to ensure we remain responsive, forward thinking and accountable to our clients and our shareholder. We work very closely with Medway Council to ensure we continue to deliver on their priorities. We report to our Shareholder Subcommittee on a quarterly basis where they oversee performance and alignment with their strategic objectives. With our Board of Directors and our Shareholder, we continually review our company structure to ensure it is fit for future growth.

Making a difference every day

We employ 42 talented and caring colleagues who together deliver our services:



Person-led Technology

We tailor assistive solutions to individual needs through personalised assessments, not one-size-fits-all kits.



Data-Driven Care

We use intelligent systems like Lilli and Evondos to reduce unnecessary care packages and hospital admissions.



Integrated Monitoring & Response

We offer 24/7 monitoring, lone worker protection, and emergency response from our own control centre.



Innovation with Compassion

We combine cutting-edge technology that has empathy, accessibility, and integrity, as its core values.



Kyndi Ltd.'s Unique service

We deliver a fully flexible and agile service across Health, Social Care, Housing and Community Safety and with our own 24/7 Alarm Receiving Centre we are uniquely positioned to rapidly deploy new technologies, create bespoke alerts and deliver tailored monitoring services.

We offer an end-to-end managed service, from person led technology assessments to installation, monitoring, provision of data analysis and reporting. We also offer any individual element depending on client need.

Our proven blueprint of targeted proof of concepts allows us to quickly generate actionable insights, support commissioning decisions, service innovation and measurable outcomes. Kyndi offers a truly scalable and responsive alternative to larger providers or in-house services.

Partnerships built on care and trust

We are seen as a trusted partner for Medway Council and work with housing organisations, Alzheimers & Dementia Society, Almshouses, Medway Community Healthcare, Medway Acute Trust, Kent police and Local Authorities.


We pride ourselves on the services we deliver and ensure our providers have like-minded ethos and values. Lilli, Evondos, Enovation, 2IC Care and Circadacare are some of the providers we work with to deliver our person led technology solutions.



We have a turnover of £2.7m and have delivered £1.6m cost savings/avoidance for Medway Adult Social Care in the last financial year (24/25).


Over the last 2 years we have

- Improved medical adherence from 50% to 75% preventing hospital readmissions.
- Helped individuals avoid residential care, restoring independence and saving placement costs.
- Rebranded, restructured, and reimagined what a LATCo can be, with innovation at our core.
- Built a values-led culture that puts empathy, accessibility, and integrity at the heart of everything we do.
- Enhanced public safety through 24/7 CCTV monitoring.
- Invested in advanced software to enable secure digital uploads, streamline footage management, and improve evidential support for enforcement and safeguarding.



"After less than two weeks of using Circadacare lightbulb, we saw reduced agitation, better sleep patterns and fewer incidents during the night. It's made a noticeable difference to wellbeing."

Feedback from Care home staff about the Circadacare lightbulb we install



"We are proud of what we have achieved and excited about our ambitions set out in this strategic plan"



Our purpose

We believe everyone deserves to feel safe, supported and respected.



Vision

We have a vision that everyone, regardless of age or ability, can live safely with confidence, independence, and dignity, supported by technology that truly cares.



Mission

Our mission is to deliver compassionate personalised services, that help people live their best lives, with confidence, dignity and peace of mind.

We are led by our values

Our values tell everyone at Kyndi how we behave and do our jobs every day, these make sure we service our clients' stakeholders and partners well.

Empathy

Understanding People,
Building Trust

Innovation

Thinking Ahead,
Delivering Better

Accessibility

Opening Doors
for Everyone

Integrity

Doing the Right
Thing, Always

Our services



Assistive Technology

Empowering independence, safeguarding dignity

Kyndi Ltds' Assistive Technology and Telecare service supports over 6500 residents across Medway and beyond.

We have a dedicated and skilled group of colleagues that operate both digitally and face to face, they include Care Technologists who are integrated into social care teams and based at Medway Acute Trust local hospital, a team of Installation Engineers and a 24/7 Response Team based in our control centre. Together they provide:

- Personalised technology assessments to match individuals goals with the right tools.
- Remote triaging.
- Install and maintain devices, solving problems quickly and with care.
- Step-by-step training for users, so people feel confident using the devices.
- Technology support and family liaison.
- Secure data analysis and remote monitoring to keep people safe by predicting and responding early to changes.
- Knowledge sharing, information provision and thought leadership via community events, seminars and webinars.

98% of our urgent installations are completed within 2 working days and we aim to improve our client satisfaction year on year, it's at 77% already above our 2026 target of 75%.

The team doesn't just install devices, they train users, reassure families, and make sure support continues long after the first installation.



"We're confident he now takes the right medication at the right time. It's provided us with peace of mind and the confidence that he can continue to manage his medicines safely."

The family of one of our clients that uses Medication Adherence (Evondos)



Monitoring & Response

Eyes on safety, hands on service

Kyndi Ltds' Monitoring & Response service operates a 24/7 control room which protects people throughout Medway and other areas. Our trained team, based in Medway, manages CCTV surveillance, emergency call handling, and coordinated response for emergency alerts linked to assistive technology. The team supports out-of-hours council services and responds to 940+ incidents monthly. At the heart of the service is our Alarm Receiving Centre, which can be operated by the team remotely if required, enables us to deliver a unique service of 24/7 monitoring every day of the year.



Our team of CCTV operators are Security Industry Authority Licensed and provide:

- **24/7 Vigilance:** Our trained professionals monitor over 643 cameras across Medway, responding to and triaging incidents in real time.
- **Out-of-Hours Call Centre:** The team fields emergency calls and coordinate multi agencies such as police, council services and housing, to provide rapid response.
- **Lone worker protection and safeguarding :** Ensuring the safety and wellbeing and productivity of colleagues who work alone or in isolated environments.
- **Strategic collaboration:** Working in partnership with stakeholders including local councillors, Kent and Medway police, community safety teams, local residency and advocacy groups to ensure our CCTV infrastructure enhances public safety.

“Knowing I can stay in my own home, with my family still keeping an eye on things, makes all the difference.”

One of our Assessment Tool clients

The teams' performance builds trust with our clients and partners, in 2024:

- Over 170,000 people used our response service.
- Average response time was under 18 seconds for priority alerts.
- 100% system uptime ensuring reliability.





Corporate Support Services

Integrity behind the scenes

Behind every front line service we deliver is a strong commitment to doing things the right way:

- **Money matters:** Our finance team makes sure every pound is used wisely. They manage budgets carefully, keep our reporting open and clear, and have our accounts independently checked each year to stay in line with Medway Council's public service goals.
- **Strong leadership:** Kyndi Ltd's Board includes both Executive and Non-Executive Directors. Our Shareholder Board is made up of three elected Medway Councillors, chosen by cabinet to fulfil their role. These boards meet regularly to check our progress, approve new opportunities and manage risk.
- **Public Accountability:** As a Local Authority Trading Company, we report our progress directly to Medway Council's Cabinet via the Shareholder Sub -Committee. This makes sure every decision and every pound spent benefits local people.

Our Corporate Support Services, including finance, governance, risk management and outsourced People Services, give our frontline team the backing they need. This includes:

- Careful budgeting and financial reporting.
- Writing and following clear policies.
- Recruitment, training, and wellbeing support.
- Monitoring performance and managing risks.
- Ensuring we comply with all regulatory, legal and statutory obligations.

We track how well our support services create a safe, supportive, inclusive environment:

- 100% of statutory reports submitted on time.
- Zero audit exceptions in 2024/25.
- Employee Satisfaction: Current employee net promoter score (eNPS) of 57 aiming for higher than 85 by 2028.
- Targets for colleague engagement: +55% by 2026, +75% in year 2 and 85% in year 3.
- TSA and ISO 27001 accreditation achieved and GDPR compliant.

At Kyndi Ltd, we are committed to operating responsibly, sustainably, and transparently in service of our community, whilst maintaining financial stability. As a Local Authority Trading Company wholly owned by Medway Council, our mission is rooted in public value, ethical governance, and long-term social impact.

We will embed sustainability across all operations, driving positive environmental and social impact with strong governance at the core.



Environmental Responsibility

We recognise the importance of environmental stewardship in all aspects of our operations.

- We promote sustainable independent living through smart home technologies that reduce reliance on resource-intensive care models.
- Our remote monitoring solutions help minimise travel-related emissions by enabling proactive, data-driven care.
- We will continually assess our operational footprint and seek opportunities to reduce waste, energy consumption, and carbon output.



Social Impact

Social value is at the heart of our business and service we offer:

- We deliver assistive technology, CCTV and monitoring services that enhance safety, dignity, and wellbeing across Medway and beyond.
- Our assistive technologies empower people experiencing vulnerability live independently, fostering inclusion and autonomy.
- We are committed to fair employment practices, workforce development, and community engagement.



Governance & Accountability

Kyndi Ltd operates with integrity, transparency, and public accountability.

- Our governance structure includes oversight by Medway Council and a board of directors with public sector and industry expertise.
- We comply with all statutory obligations, including annual reporting to Companies House and adherence to UK corporate governance standards.
- We maintain robust risk management, data protection, and ethical procurement policies to ensure responsible business conduct.

Diversity and Inclusion

We believe everyone deserves to feel safe, supported, and respected. We want our services to be welcoming and easy to use for everyone.

- We adjust our devices, guidance, and information to meet different language, ability, and mobility needs.
- We work closely with community groups representing underrepresented communities to connect with people who might face extra barriers to accessing assistive technology.
- We share information in different formats so no one misses out.
- We check regularly that our team reflects the diversity of the communities we serve.

To make sure our services are accessible and inclusive, every operator receives specialist training in autism and dementia awareness so they can offer support with understanding and care. For people who are non-verbal or multilingual, we use adapted communication tools, assistive technologies, and interpretation services to remove barriers and make sure everyone is included.



Inclusion is part of everything we do, from hiring to leadership development. Our People team leads on recruitment and unconscious bias training, and we are working toward Disability Confident Leader status while creating pathways for inclusive leadership opportunities.

We understand not everyone has reliable internet access. Around 11% of Medway face higher deprivation levels and 43% of Swale also face broadband challenges. If technology is essential for someone's safety and independence at home but internet access is limited, we'll provide a mobile connection so the equipment works, making sure everyone can stay safe and supported.

By embedding diversity and inclusion into our training, systems, and day to day work, we're building a service that is respectful, person-centred, and welcoming to all.



Kyndi Ltd isn't just delivering services it's delivering trust, safety, and independence. And with its strategic plan in motion, every service will grow stronger, smarter, and more inclusive, powered by people who care.

Operating environment

We work across Health, Adult Social Care, Housing, and Security environments, serving public sector organisations, commercial businesses, and private individuals. All services delivered are integrated through our Alarm Receiving Centre which enables seamless coordination across our services, safeguarding adults experiencing vulnerability and supporting local authorities. It also means we are able to respond to changing demand, challenges and pressures that our clients and partners experience.



Health



Adult Social Care



Housing



Community safety



Local Authorities, along with the wider public sector, have seen the effects of many years of reduction in central funding. Adult social care and health services are under increasing pressure, due to an ageing population, workforce shortages, retention challenges and budget constraints caused by increased care costs and reductions in central government funding. By providing Technology Enabled Care solutions and our monitoring services we are able to support Medway and other partners with the financial challenges they face.

So far, we have

- prevented hospital readmissions through medication dispensers and improved adherence.
- helped individuals avoid residential care, by enabling independence in their homes.
- supported Medway Councils cost saving strategies by delivering £1.6m in 24/25 FY and forecasted to top £2.2m by April 2026.
- positioned CCTV as a proactive tool for safeguarding, early intervention and cost avoidance across public services.

The imminent Local Government Re-organisation is likely to bring significant change to the public sector and it presents us with some potential challenges where multiple services will be competing for the same market but it also offers significant opportunity. As local authorities in Kent, and the rest of the country, restructure into unitary organisations, markets could expand and contracts become larger. We are uniquely placed to operate in this changing environment, our managed service means we are able to implement new security services at pace and accelerate product adoption.

Our People – Building a Culture That Works for Everyone

Over the past few years, our colleagues have experienced significant change, structural, operational, and cultural. As we move into a new strategic cycle, we recognise the importance of stabilising, reconnecting, and building a people-first culture that enables continuous improvement, innovation and shared success.



This Strategic Plan sets out a clear ambition to build a thriving, inclusive and engaged team that is empowered to shape and improve the way we work. Our People Strategy is central to this, ensuring our values are not just spoken, but lived in every interaction, decision and service we deliver.

We've already seen the positive results of our people in action. Colleagues have been nominated for awards, recognised for their professional excellence and for living our values in the workplace, in the community, in partnerships, and in moments of leadership. These successes reflect the culture we're building, and we'll continue to celebrate our people every time they make a difference.



A Phased Approach to Culture Change

1.

Year 1: Foundations

We will establish a clear People Strategy, baseline engagement and capability, and launch key enablers such as a performance framework and a colleague-led innovation platform.

2.

Year 2: Participation & Growth

We will embed frameworks, widen participation, and build capability across all teams, ensuring every colleague has a voice and a pathway to grow.

3.

Year 3: Continuous Improvement

We will cultivate a fully embedded culture of continuous improvement, where colleagues actively shape services, processes, and organisational culture.

Our four core areas of focus that will shape the People Strategy and align with the Strategic Plan are:

1. Culture & Values Alignment

- Refresh and embed organisational values through co-designed workshops.
- Promote behaviours that support openness, collaboration, and accountability.
- Recognise and celebrate contributions that reflect our values in action.

2. Colleague Engagement & Experience

- Continue regular engagement surveys and pulse checks.
- Launch a colleague innovation platform to capture ideas and feedback.
- Create feedback loops and visible action from colleague input.

3. Performance & Development

- Implement a performance management framework that supports growth and accountability.
- Develop a learning and development plan based on a skills audit.
- Introduce career pathways and internal mobility opportunities to retain and grow talent.

4. Leadership & Inclusion

- Equip leaders with tools to lead inclusively and foster psychological safety.
- Promote inclusive decision-making and diverse representation.
- Build leadership capability aligned to strategic priorities and future needs.



Our people are our greatest strength

This strategy is about unlocking their potential, making their voices louder and creating a workplace where everyone feels seen, heard, and valued. With this plan, we're not just investing in our teams, we're investing in the future of Kyndi Ltd.

Key Strategic Risks

To ensure we successfully deliver our key priorities over the next three years, we need to manage and mitigate our strategic risks:



Governance

Strong corporate governance is essential to maintaining the confidence of shareholders, stakeholders and the wider market. Without it, Kyndi Ltd and its Shareholder could face reputation and commercial challenges that affect the people and communities we serve.

Recognising this, we have put clear and supportive Governance in place to guide decision-making, with a full complement of Non-Executive Directors to provide balanced oversight, and a business plan endorsed by the Shareholder Board. These steps protect our integrity today and position Kyndi Ltd to grow responsibly and deliver on its purpose in the future.



Finance

As a LATCo, business profitability and viability is essential for Kyndi Ltds' future growth. Inadequate financial governance and controls could not only invite reputational and commercial risk, but it could impact business profitability for both the organisation and its shareholder.

To safeguard against this, we have implemented monthly dashboard reporting to Board, aligned budget build assumptions to business strategy, which is subject to Board oversight, and ensured positive credit management control and provision of Aged Debt write off.



Health and Safety

Protecting the health and safety of everyone connected to Kyndi Ltd is central to who we are and how we operate. A failure in this area could expose both the organisation and its shareholder to fines and reputational harm, but more importantly, it could compromise the wellbeing of people who place their trust in us.

We have taken preventative steps and implemented a consultant call off contract which provides expert support to maintain compliance. We have adopted a health and safety policy framework with risk assessments and method statements to underpin safe working practices and quarterly reports to the Board, ensuring ongoing accountability.



Data Management and monitoring

In today's data-driven and digitally connected world, strong data foundations and cyber resilience are vital to protecting trust and driving strong performance. Poor data controls could create challenges, have a negative effect on performance reporting or expose Kyndi Ltd and its Shareholder to risks under cyber security and AI legislation.

To prevent this risk, we are strengthening our Cyber Security and AI resilience plan to support early intervention of issues, as recorded in the business continuity management plan. We have already achieved ISO 27001 and have implemented performance measures that are based upon data validation principles.

Our strategic priorities

Over the next three years, we will deliver on a clear set of strategic priorities that widens our reach, drives innovation in assistive technology and public safety and deepens our community impact. We will report progress and performance quarterly to the Company Board and review the plan annually to ensure it remains aligned with our Shareholder's expectations and our evolving priorities.

Operational excellence

We will build a stronger foundation by improving consistency, reducing waste, and raising quality across everything we do.

Our strategic plan places operational excellence at the heart of how we work. This means making our processes smoother, using our resources wisely, and following clear, reliable practices. By improving how we operate, we can strengthen our impact and deliver greater value to our clients and partners. Over the next three years we intend to:



Use thoughtful cost saving approaches to make the most of our resources and achieve better returns.

- Establish true cost of all services.
- Establish consistent ROI approach and baseline year 1.
- Deliver operational cost reduction of 5% year on year.



Strengthen our data insight to ensure we deliver consistent, high-quality services that meet our client's needs.

- Improve our customer satisfaction across the 3 years, with a target of 75% year one and 85% by April 2028.
- In 2025 we will embed an approach and method for capturing how satisfied our stakeholders are and aim to achieve a satisfaction rate of +50% by April 2028.
- Review our requirements and scope for use of a data platform, based on our findings we will plan and initiate implementation of a data strategy and tools.



Help our services work better, so people get the right support, at the right time, in the right way

- We will implement our new Alarm Receiving Centre in 2025.
- We will review our processes and ways of working and produce Standard Operating Procedures and increase our use of automation across the 3 years.
- We will maintain our existing performance of 100% system up time on CCTV and Out of Hours support.



Building a culture of continuous improvement, growth and innovation

- In 2025 we will write our people strategy and action plan, ensuring it aligns and enables our Strategic Plan.
- We will baseline our colleague engagement and achieve over 80% in year 2 and 3.
- We will launch a performance plan that supports growth and accountability.
- We will develop a learning and growth plan. Year 3 we will introduce career progression opportunities.
- Achieve eNPS scores of >60 in year 1, >70 in year 2 and >85 in year 3.
- Launch a colleague innovation platform to capture ideas and create feedback loops.



We will continue to strengthen how we keep data safe, meet regulations and build trust with the public

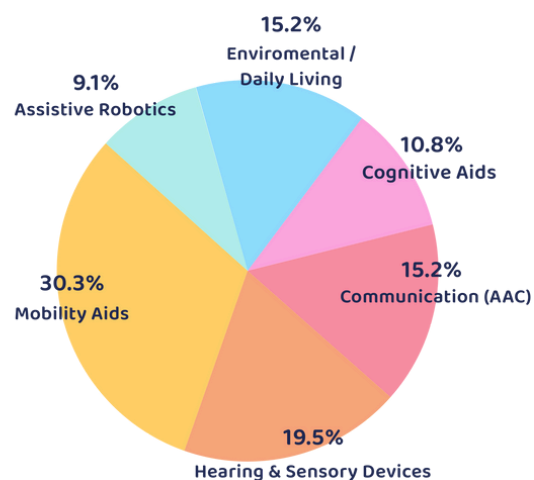
- Enhance our cybersecurity through regular threat assessments, penetration testing, and staff awareness training.
- Ensure we maintain low rating on the Cyber Risk exposure index and have zero major security incidents.
- Strengthen our process and protocols to ensure 100% compliance with UK GDPR, data protection, and information governance standards.
- Embed robust monitoring and audit processes to meet LATCo governance requirements and statutory obligations.
- As we increase our use of AI we will embed practice that aligns with the EU AI Act or similar UK legislation.
- Maintain our ISO 27001 and TSA accreditations across the next 3 years and aim to achieve the new voluntary Telecare BS8684 in year 2 and 3.

Targeted Service Offerings: Develop and implement services and products that cater to distinct market segments.

The UK Assistive Technology (AT) market is currently valued at £1 billion, with projections indicating growth to £2.3 billion by 2030.

We provide Environmental/Daily living AT which is currently 15.2% of the UK AT market. It is worth £152million and expected to reach £350million by 2030. To meet our ambitions of increasing our market share and achieving our growth targets over the next three years, we must ensure our products and services are targeted to the markets they serve.

UK Assistive Technology Market by Segment (2023 Estimates)



Over the next 3 years we will:



Use data analysis and customer feedback to better understand the different markets

- We will develop and increase our understanding of current market penetration and new market opportunities.
- We will use customer journey maps and personas to define different markets and their requirements.
- Year 1 will see us document segment profiles using demographics, behaviours, needs and values enabling a prioritisation matrix to be formed.



Develop all our products and services to align to market needs

- Build value propositions in year 1 and refine them in year 2.
- In year 1 we will establish client and stakeholder forums to enable future co design.
- In year 2, implement a roadmap of product and service development.
- We will develop and implement a marketing strategy which will underpin our objectives and bring Go-To-Market plans into use.
- Enable 2 new products and 2 new markets to be penetrated in year 2 and 3.
- Expand our CCTV infrastructure to support Medway Council's safety and transport initiatives, including delivery of Real Time Information for travel.



Implement capabilities that support person led services and product development

- In 2025 we will review our data foundations to ensure it will support and enable development of targeted services and products.
- The learning and growth plan developed in year 2 will have a road map for improving data analysis skills across the business.
- Fully embedded culture of continuous improvement with data driven behaviours and ways of working by year 3.

Sustainability and Environmental Stewardship

We are committed to continually improve our Environmental, Social and Governance (ESG) practices. Year 1 of this strategic plan will be focused on base lining, benchmarking and improving our reporting, developing improvement plans and initiating these. Year 2 and 3 will see us optimise what we can achieve. Over the next 3 years we will:



Reduce our operational carbon footprint and improve energy efficiency

- Baseline our operational carbon footprint.
- Achieve a 10% reduction in carbon emissions from fleet and staff travel by 2026.
- Expand use of remote monitoring and virtual assessments to reduce in-person visits.
- We will conduct energy audits and implement efficiency measures in 100% of Kyndi Ltd operated sites by 2025.



Minimise waste and promote circular practices

- Divert 85% of office and equipment waste from landfill by 2028.
- Introduce recycling protocols and device refurbishment schemes for assistive technology.



Expand access to assistive technology for groups that are underserved

- Increase uptake of assistive tech among households from minority backgrounds by 20% by 2028.
- Partner with community organisations and housing providers for targeted outreach.



Strengthen team development and wellbeing

- Implement a learning and growth plan in 2026 and launch career pathways, wellbeing initiatives, and inclusive leadership training.



Improve community engagement and visibility

- Deliver 12 community engagement events annually across Medway.
- Host open days, tech demos, and safety workshops in partnership with local services.



Make sure we fully meet all legal and regulatory requirements

- 100% on-time submission of statutory reports and governance reviews.
- Annual board governance audit.



Enhance data security and improve our ability to handle cyber threats

- Zero reportable data breaches and 100% staff completion of annual GDPR/cyber training.
- Implement multi-factor authentication, penetration testing, and data minimisation protocols.



Embed ethical procurement and risk management

- 100% of suppliers assessed against ethical and sustainability criteria by 2028.
- Introduce supplier code of conduct, which includes modern slavery considerations, and ESG risk scoring in procurement processes in year 2.

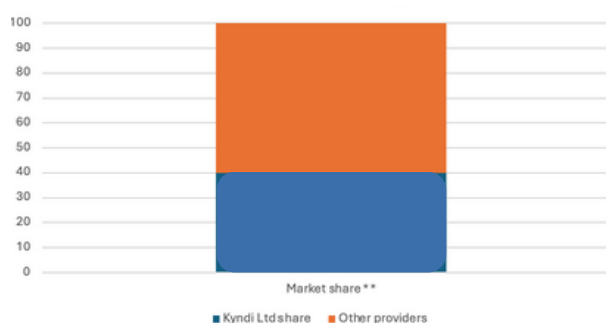
Continued Growth: Broaden our market presence and create new growth opportunities

Our operating model and services can deliver on a local, regional and national level which has enabled us to have a healthy share of the markets we operate in. We already have 40% share of the Medway Assistive Technology market and deliver services across Kent and parts of South London.

Kyndi Ltd has 40% of the total market share in Medway**

**based on a moderate growth scenario and a population of 280,000 and c102,000 individuals who could benefit from Tech. Enabled Care.

Medway Assistive Technology Market



We know there is more opportunity for continued growth and with further investment and focus on environmental and daily living offerings Kyndi Ltd is well positioned to grow. Our three year financial plan underpins the strategic ambitions we have for sustainable growth, strengthened market segmentation and operational excellence.

Our financial plan objectives for 2025-2028 are:

- 1) Sustainable Growth:** Achieve average annual revenue growth of 19% through market diversification and product innovation.
- 2) Profitability:** Improve net profit margin from 10% to 18% within three years.
- 3) Operational efficiency:** Reduce operational overheads by 5% each year through digital transformation and process improvements
- 4) ESG Investment:** 5% of annual profit to ESG initiatives, focusing on energy efficiency, ethical sourcing and workforce wellbeing.
- 5) Market segmentation:** Increase the proportion of revenue from new market segments from 0.5%, in line with the market research that will be completed in year 1.

Delivering our financial plan and delivering continued growth

To successfully deliver our financial plan we need to increase client retention, broaden our market presence and create new growth opportunities. We will achieve this by:



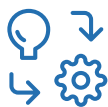
Encouraging overall growth and expanding our revenue sources

- Achieve an average of 19% growth year on year.
- Increase our client base by 600 in 2027/28.
- Achieve 100% digital migration by year 2.
- Increase our CCTV camera estate by 10% in year 2 and 3.



Addressing the needs of our current clients to support growth and improve client loyalty

- Increase client retention to 78% in year 1 with 5% improvement year on year for the remainder of the strategic plan.
- Increase service improvements based on client feedback and insight gathered from journey maps, personas, and client and stakeholder forums and platforms.



Accelerating product development and strategic partnerships

- Baseline growth generated from strategic partnerships in year 1 and increase this by 5% on 2026/27 and a further 5% in 2027/28.
- Strengthen existing strategic partnerships and start 2 new ones in 2026/27.
- In alignment with Medway Council's strategic initiatives, we will explore opportunities to expand our services in areas such as red route enforcement, real time traffic information systems and urban traffic operations and monitoring.



Encouraging an entrepreneurial mindset and innovation culture

- Implementation of our new ARC in year 1 will bring opportunity and drive colleagues to improve processes.
- We will enable, colleagues to contribute to service, process and product improvement. With a 10% increase on the number of suggestions made in years 2 and 3.
- Our learning and growth plan, developed in year 2, will be based on findings of a skills audit which will focus on innovation and unlocking potential amongst our teams.

**Together with our partners, we'll continue
to lead with compassion, innovate
responsibly, and make a difference in the
lives of those we support.**





Contact us

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