

Cabinet Sub Committee
(Kyndi Ltd Shareholder Board)

25 March 2026

Kyndi Strategic Plan

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

Author: Rebecca Aladeselu, Executive Assistant, Adult Social Care

Summary

This covering report provides an overview of the progress made in quarter 3 of 2025/26 against the approved Kyndi Business Plan.

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 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 is summarised of paragraphs 4, 5, and 9 of this report, has been provided by Kyndi Ltd:

- Exempt Appendix 1 – CEO Report
- Exempt Appendix 2 – Finance Report
- Exempt Appendix 3 – Quarterly Management Accounts – Kyndi Consolidated (Q3)
- Exempt Appendix 4 – Sales & Business Development Report Q3

- Exempt Appendix 5 – Operations Report CEO Update
- Appendix 6 – Health and Safety Report Q3
- Appendix 7 – Smartbulb Case Study
- Exempt Appendix 8 – Kyndi Performance Dashboard

4. Background

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

4.2. Key achievements during Q3 include:

- Kyndi's 3-year strategic plan has been completed and signed off, with an agreed action plan in place.
- Customer satisfaction for Q3 remains at 98% from Q2.
- Kyndi customer retention rate has remained at 85% this quarter - more than double of market average of 40%.
- The number of reported Health & Safety incidents and near-misses continues to remain low.

5. Key points to note

- 5.1. Overall, Kyndi have continued to make steady progress against strategic objectives in Q3. Q4 will bring some changes in leadership, following the CFO's departure, and there will be many priorities to align with business needs. In Q4 there will be a focus on highlighting skill gaps within the current team structure that will be needed to support delivery of the strategic plan.
- 5.2. Work has commenced on the performance framework KPIs, with the first draft discussed at February's finance meeting. This is progressing.
- 5.3. The strategic 3-year plan has been agreed by both Kyndi board and the Shareholder board. An action plan has been put together and is being worked through currently.
- 5.4. The relocation to Gun Wharf's control centre is in its final stage of planning. Heads of Terms have been signed but the final lease is still under discussion, with some operational issues still to resolve. The January move date was delayed until 3rd March 2026. Key stakeholders will be invited to tour the facility ahead of launch.
- 5.5. The Real Time bus information for Medway Council project has been delayed. This was taken to Cabinet in March 2026.
- 5.6. YTD revenue is £528,453 below budget due to timing-related causes, with forecasts currently showing recovery in Q4 with contracted work and pipeline opportunities continuing.
- 5.7. A Joint Commissioning Management Group bid for £150k extension to Circadacare project has been submitted.

- 5.8. Medway Community Day Care is currently being explored, with 12-month consultancy funding at £150k.
- 5.9. Concerns have been raised regarding deep cleaning for assistive technology causing additional workload for teams, which is resulting in capacity issues. To alleviate these pressures, deep clean extension and staffing has been agreed at £55k.
- 5.10. There has been 1 Health & Safety incident, and 1 near miss reported for Q3. No injuries were reported and the near miss was a potential trip hazard, which was removed. Kyndi met with Medway's Health & Safety team in January to confirm Gun Wharf procedures, and will continue to meet on a regular basis.
- 5.11. CPR training is being looked at for staff as essential skill training. Hospital team and engineers will be the focus for delivery.

6. Risk Management

- 6.1. The risk register has been separately assessed by the council's Chief Operating Officer.

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's updated strategic plan includes their commitment and actions in relation to ESG and their support to Medway's Climate commitments.

9. Financial implications

- 9.1. The financial implications are set out in exempt Appendix 2 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.

Lead officer contact

Jackie Brown, Assistant Director Adult Social Care

jackie.brown@medway.gov.uk

Appendices

Exempt Appendix 1 – CEO Report

Exempt Appendix 2 – Finance Report

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Background papers

None.