Medway Council
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Cabinet Sub Committee

(Kyndi Ltd Shareholder Board)

5 October 2026

Kyndi Strategic Plan

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Summary

This covering report provides an overview of the progress made in quarter 4 of 2025/26 against the approved Kyndi Business Plan.

1. Recommendation

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

2. Suggested reasons for decisions

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 which are summarised in paragraphs 4, 5, 6, and 9 of this report, has been provided by Kyndi Ltd:

- Exempt Appendix 1 – CEO Report to the Board.
- Exempt Appendix 2 – Operations Report Q1 26/27.
- Exempt Appendix 3 – Quarterly Management Accounts – Kyndi Consolidated (Q1 2026/27).
- Exempt Appendix 4 – Sales & Business Development Report Q1.

- Exempt Appendix 5 – Strategic Risk Register.

3.4. Exempt Appendix 6 (Chair Review Report June 2026), Exempt Appendix 7A (Board Effectiveness Paper) and Exempt Appendix 7B (Board Effectiveness Review March 26) are also attached to the agenda to provide additional background information.

4. Background

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

4.2. Key achievements during Q1 include:

- 100% system uptime across CCTV and Out of Hours services.
- No major cyber security incidents during the quarter.
- 100% GDPR compliance maintained.
- Successful retention of ISO27001 certification and Telecare Services Association (TSA) accreditation.
- Continued achievement of TSA service performance standards.
- Increased customer satisfaction compared with the previous quarter.
- Customer retention remained significantly above industry benchmarks.
- Continued growth in the customer base, with annual growth targets progressing positively.
- Revenue performance remained ahead of the trajectory set within the organisation's strategic plan.

5. Key points to note

5.1. The organisation continued to invest in its people, systems and services during the quarter to support long-term sustainability and growth.

5.2. Recruitment activity progressed across a number of key roles, strengthening organisational capacity and supporting future service development.

5.3. Work also continued on programmes designed to improve operational efficiency, enhance reporting capabilities and support innovation across the organisation.

5.4. Kyndi remains focused on delivering its strategic objectives and pursuing opportunities that support long-term growth and sustainability.

5.5. Progress continued on a number of transformation initiatives, including digital service developments and projects that will enhance customer outcomes and operational effectiveness.

5.6. The Real Time Information (RTI) programme was re-planned during the quarter and is now progressing in line with the revised implementation schedule.

5.7. Kyndi maintained its strong focus on governance, information security and regulatory compliance throughout the quarter.

5.8. External assurance activity was undertaken as part of the organisation's ongoing commitment to continuous improvement, accountability and best practice.

5.9. Compliance with ISO27001, GDPR and TSA standards was maintained throughout the reporting period.

5.10. Overall operational performance remained strong throughout the quarter.

Most organisational performance indicators met or exceeded target, reflecting continued focus on quality, reliability and customer experience.

Areas of ongoing development include:

- Strengthening employee engagement and workforce wellbeing initiatives.
- Enhancing the organisation's approach to emerging technologies and artificial intelligence through the development of supporting governance arrangements and policies.
- Continuing to expand automation, business intelligence and performance reporting capabilities.

5.11. Telecare service demand remained stable overall during the quarter, while CCTV services continued to support community safety and public protection activities.

5.12. Kyndi continued to engage with partners across health, housing and social care sectors to explore opportunities for collaboration and service improvement.

5.13. Work has progressed with a range of stakeholders to promote the benefits of assistive technology and preventative services, supporting greater independence and wellbeing for local residents.

5.14. Early engagement has also taken place with partner organisations to identify opportunities for future service development and innovation.

5.15. Key priorities for the coming quarter include:

- Continuing to strengthen workforce capacity and capability.
- Delivering key transformation and digital improvement programmes.
- Expanding strategic partnerships and collaborative working.
- Enhancing operational efficiency through technology and innovation.
- Maintaining high standards of governance, compliance and customer service.
- Supporting sustainable growth and long-term organisational resilience.

5.16. Kyndi remains in a strong position, delivering reliable services, maintaining high levels of compliance and customer satisfaction, and continuing to invest in innovation, digital transformation and organisational development. The organisation remains focused on delivering positive outcomes for customers, partners and stakeholders while supporting sustainable long-term growth.

6. Risk Management

6.1. The risk register is attached for the Board's consideration. A quarterly updated version will be provided for each meeting. Please see exempt appendix 5.

7. Consultation

7.1. Not applicable.

8. Local Government Reorganisation (LGR) implications

8.1. Following the announcement of the pause on the 7 September 2026, officers will monitor the on-going situation and will consider any relevant impacts as they arise.

9. Climate change implications

9.1. 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.

9.2. Kyndi's updated strategic plan includes their commitment and actions in relation to its Environmental, Social and Governance Strategy (ESG) and their support to Medway's Climate commitments.

10. Financial implications

10.1. The financial implications are set out in exempt Appendix 3 of this report.

11. Legal implications

11.1. 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.

11.2. 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

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Appendices

Exempt Appendix 1 – CEO Report to the Board

Exempt Appendix 2 – Operations Report Q1 26/27

Exempt Appendix 3 – Quarterly Management Accounts – Kyndi Consolidated (Q1 2026/27)

Exempt Appendix 4 – Sales & Business Development Report Q1

Exempt Appendix 5 – Strategic Risk Register

Exempt Appendix 6 – Chair Review Report June 2026

Exempt Appendix 7a – Board Effectiveness Paper

Exempt Appendix 7b – Board Effectiveness Review March 26

Background papers

None.