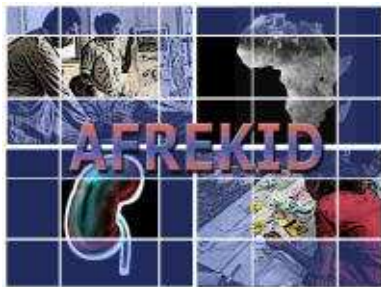

Business Plan 2008-2009



Africa Resource for Kidney Diseases (AFREKID)

AFREKID is a
charitable company
working with others
to support renal
treatment
programmes and
renal services for
African kidney
patients so that they
can live full life.

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Chairman's Foreword

The Plan

We have set out a tough agenda for 2008/09 to meet our overarching aim of working towards developing renal infrastructure and renal care and support services.

Above all, I hope that this year will mark a turn-around in the timeliness and completeness of referrals. Current low funding is the main cause of missed performance with unacceptable waiting times for kidney patients and those dying without help or support in Africa and the abortive impact on scarce resources which are lost. I welcome a new proposed by some governments to initiate renal replacement therapy, however, they need our support. I emphasise that this target, which requires a whole system response, is highly dependent on donor community funding and private investment from renal care companies, noted with caution. For its part, AFREKID is making significant investment in service design to improve operational efficiency and quality.

Looking Forward

I hope that we can firmly embed our quality initiatives into the medium and long term. It is particularly important in the interests of consistent decision-making, that we gain a better understanding of why African rate of kidney disease can fluctuate so widely over time.

Inevitably as our work gravitates towards the renal disease and HIV/AIDS, we will need to keep under close review the appropriate profile and level of our work against historically imperfect predictions of future workload.

Finally, and at the heart of the future for us, I hope that we can look forward to a successful outcome of our efforts to secure sustainable funding. In the meantime we look forward to new working year.



A handwritten signature in black ink, appearing to read 'G. Masauso'.

Graciano Masauso

Chairman
April 2008

Company Secretary's Introduction

Workload

Last year was another record one for AFREKID in terms of workload, with significant increases in enquiries from Africa with help for dialysis costs. We might well have seen the high water mark in terms of the numbers of cases we handle in the UK for access to NHS treatment.

What we are seeing, and will continue to see, is an ever increasing number of resource intensive caring responsibilities. HIV/AIDS and kidney disease are turning AFREKID into a provisional with primary responsibility for dealing with the most serious care issues. This makes it vital that we employ systems that can support this new phenomenon in maintaining our high standard of service provision responsiveness.

Budget

AFREKID's finance remains very low; however, we are grateful to Awards for All for funding that enabled us to introduce a system of intensive renal care management.

In drafting a budget bid for 2008/09, we are heavily dependent upon the workload forecasts from our consultation and research. In Africa, unfortunately, these have not proved to be very reliable in the recent past and with a rapidly changing environment their accuracy may not improve quickly.

Our ability to deliver the targets in this business plan and play our part in National Service Framework for Renal Services will depend on our ability to secure sustainable funding and continuing to receive resources that fully match the workload that we are asked to handle over the coming year.



A handwritten signature in black ink, appearing to read 'Omolara Uzokwe'.

Omolara Uzokwe
Company Secretary
April 2008

Mission Statement

- 1.1** AFREKID is a charitable company working with others to support renal treatment programmes and renal service for African kidney so that they can live full life.

Role and Responsibilities

- 1.2** AFREKID was established in 2005. It is a company limited by guarantee registered in England and Wales. It was registered with charity commission on 2nd August 2007. AFREKID's role is to develop renal infrastructure and support services for African kidney patients so that they can live full life.
- 1.3** AFREKID has responsibility for promoting equal access to renal treatment, care and support services for African kidney patients through infrastructure development, advocacy, commissioning research, influencing policy and information clearing house.
- 1.4** AFREKID support kidney patients through activities such as workshops, training, social and cultural activities, targeted programmes for the most vulnerable such as children and those with HIV/AIDS, promoting tissue and organ donation.

Aims and Actions

Overarching Aim

2.1 The Board's overarching aim is:

- To develop renal infrastructure and support service for African renal patients.

2.2 To support the overarching aim, AFREKID's Strategic Plan for 2007-2010 identifies three supporting aims as follows:

- To make service provision which is responsive, rigorous, fair and timely with the primary aim of protecting the health of African kidney patients and which contribute to the rehabilitation of kidney patients where appropriate.
- To demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value by optimum use of resources.
- To promote the transparency of and public confidence in the work of AFREKID, while effectively managing change.

Annual Report and Accounts

2.3 AFREKID Annual Report and Accounts will report on the performance against specific measurable objectives that are linked to the achievement of the aims. The Report is submitted to Companies House and the Charity Commission and presented to the AGM.

Equality

2.4 AFREKID is committed to a policy of equal opportunity for all members and staff regardless of ethnic origin, religious belief, gender, sexual orientation, disability, age or any other irrelevant factor. AFREKID is also committed to training its members in recognising equality issues to ensure that there is no discrimination when considering service use. AFREKID's Equality Action Plan has been reviewed and strengthened in 2008.

Health and Safety

2.5 AFREKID is committed to ensuring the health and safety of its members and staff. In January 2008 AFREKID created its own Health and Safety Committee with member and staff representation and updated its Health and Safety Policy Statement in February 2008.

Aim 1 – Operations and Core Business

3.1 To develop renal infrastructure and support services so that African renal patients can live full life.

Context of Aim 1

3.2 AFREKID has responsibility for:

- Supporting African kidney patients including those affected by HIV/AIDS so that they can live full life
- Developing renal infrastructure and support services so that all African kidney patients have equal access to renal care
- Promoting tissue and organ donation thereby increasing the number of those willing to be considered as donors and reducing the number of those added on renal replacement therapy through public education on preventive measures.
- Supporting carers and donors so that their contribution is valued and allow them to fully participate in the life of kidney patients.
- Commissioning and promoting research into kidney disease in Africans with the aim of disseminating the results thereof.

Workload

3.3 The figures in the table below show the number of cases that AFREKID will be dealing with and those referred to for consideration.

Workload projections		2007/08	2008/09
1	African kidney patients on haemodialysis	7,300	9,730
2	African kidney patients on peritoneal dialysis	3,260	5,300
3	African kidney patients with transplant	1,125	1,350
4	African kidney patients with HIV/AIDS	4,300	5,370
5	African children & young people with kidney disease	2,600	3,700
6	African older people with kidney disease	1,500	2,500
7	African renal patients asking for support	3,100	4,500
8	African kidney patients waiting for transplant	4,200	6,000
9	African people on registered as donors	25,200	30,250
10	African kidney carers	16,400	13,400

Note: Patients are from Africa & UK. Enquiries are from across the world.

Actions

3.4 Aim 1 will be achieved by the following three high level objectives:

- Continuously to improve the quality of AFREKID decisions.
- To achieve all performance measures for timeliness of AFREKID decisions and other processes.
- Continuously to improve the efficiency and effectiveness of AFREKID processes and systems.

3.5 The following specific objectives have been identified:

Quality of Decision Making			
Objective	Action Plan	Outcome — performance indicators	Ownership
<p>1. Implement a prioritised programme for quality assuring:</p> <p>(a) information provided to the Board,</p> <p>(b) members' decisions and written reasons,</p> <p>(c) internal Case-working and casework management and</p> <p>(d) members' recommendations For action resources permit</p>	<p>Negotiate with relevant Operations units and where appropriate, members, as to requirements for quality assurance reports and implement appropriate system for capturing, recording and providing relevant quality assurance feedback information.</p> <p>Ensure that recurring themes are fed into members and staff development and training programmes. These should include a review of Post-Panel examination of reasons.</p>	<p>Quarterly reports on agreed quality assurance criteria provided to the following:</p> <p>i) Chair P&R</p> <p>(members' decisions/reasons),</p> <p>ii) Operations (internal casework management),</p> <p>iii) Quality and Standards. (Information provided to the Board).</p> <p>Annual report to be provided to Chairman and Secretary.</p>	<p>Chair All team</p>
<p>2. Establish a Procedural Guidance Committee to review internal guidance</p>	<p>Committee to be set up by 1/4/08.</p>	<p>Committee to make recommendations to the Management Board about reporting at its first meeting.</p>	<p>Chair All team</p>

... continued

Quality of Decision Making ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
3. Ensure that recurring themes from past case examination of reasons are fed into the staff training programme.	<p>i) Statistics on cases because of contested reasons broken down in detail;</p> <p>ii) Any other themes on cases;</p> <p>and</p> <p>iii) examples of reasons (both good and bad)</p>	<p>Quarterly report to be provided</p> <p>from 1/4/08.</p>	All team.
4. Further develop standards for information presented to the Board, prioritising as appropriate.	<p>To prioritise standards of information provided by:</p> <p>(a) renal/transplant units and</p> <p>(b) patient services</p> <p>To negotiate with information providers and agree model and standards.</p> <p>Thereafter to agree additional priorities and commission work.</p>	<p>Formal standards for delivery of psychological services to the patients agreed with information and service providers.</p> <p>Attendance and provision of AFREKID contribution to national taskforce Group.</p> <p>Annual report on agreed standards and future priorities provided to Chairman</p>	All team
5. Provide individual feedback to members Staff and ensure that learning points arising from the monitoring process are fed into development.	<p>Hold individual feedback meetings with AFREKID Board members as required.</p>	<p>Feedback meeting log completed.</p> <p>Quarterly report to be provided to Chairman and Secretary.</p> <p>Quarterly report (for training commissioning purposes) to be provided to Training unit.</p>	All team
6. Introduce an effective system of Continuing Professional Development (CPD) for AFREKID Board members.	<p>Develop a system of CPD for members with a view to this being an obligation of the term of appointment.</p>	<p>CPD proposals to be submitted and agreed by Management Board by 31/3/09.</p>	P&R

Quality of Decision Making ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
<p>7. Further develop the Board's risk assessment manual and member handbook to reflect increasing priority on high-quality risk assessment.</p>	<p>To prioritise standards for risk assessment of:</p> <p>(a) HIV/AIDS kidney Patients on CAPD</p> <p>(b) Young people and Children with kidney disease</p> <p>Thereafter identify further priorities and agree appropriate standards to inform future member training and needs and any necessary procedural changes.</p>	<p>Risk assessment manual to be revised to include:</p> <p>i) up to date section on risk assessment of HIV/AIDS kidney patients or at risk of exclusion</p> <p>ii) up to date section on risk assessment and risk management needs of Children and young People on dialysis.</p> <p>Risk assessment guide and linked staff member training Needs Report to inform member development days and any additional agreed training days.</p> <p>Advise chair of board Performance and Development by 31/7/2008.</p>	<p>All team P&R</p>
<p>8. Further develop AFREKID's current database to facilitate analyses relating to:</p> <p>(a) HIV/AIDS children and</p> <p>(b) factors influencing Service use and exclusion</p>	<p>To manage arrangements for the building of a relational database and transfer of existing data.</p> <p>Thereafter to manage database including quality assurance procedures.</p> <p>To commission and oversee relevant analyses in line with agreed Board priorities.</p> <p>To negotiate and provide written reports to inform training needs for members.</p>	<p>To update database coding manual and produce comprehensive training manual for data entry staff (including details of quality assurance framework).</p> <p>To provide annual and occasional reports on:</p> <p>i) Analysis of factors influencing service use and any emerging trends, and</p> <p>ii) Other matters agreed in line with AFREKID priorities.</p>	<p>P&R Quality Unit.</p>

... continued

Quality of Decision Making ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
9. Ensure that patient needs, care, service and practice issues arising from internal review procedures are appropriately addressed and disseminated to relevant parties.	To implement and manage system for recording and disseminating information arising through Joint Review Panel.	Joint Review Group learning points to be disseminated through agreed channels to relevant agencies and individuals.	JRG Chair
10. Ensure effective system for individual feedback to members and AFREKID staff in cases where further exclusion has occurred.	Refer appropriate cases for review. Criteria should include the identification of review cases where patients are not receiving appropriate care	Individual feedback letters to be provided to members where this is agreed Quarterly themed report to be provided to Performance Development, the Executive Team and Management Board. Learning points from Review Committee process to be included in 'Board Sheet' where this is considered appropriate.	All team
11. To provide occasional research reports in line with AFREKID priorities.	To prioritise exploration of increase kidney donors in African communities and gaps in needs Thereafter identify further priorities and agree appropriate timescales for research with All Team.	Provide research report on organ donation transplantation to Chairman and Board for consideration by 30/4/08.	All team
12. Implement Equality Action Plan.	Work with partners to Address and monitor of decisions by all equality strands. Ensure that members and staff receive training in equality and human rights.	By 30/9/08. By 31/3/09.	Chair

Operational Targets			
Supporting African kidney patients so that they can live full life			
Objective	Action Plan	Outcome — performance indicators	Ownership
13. Patient enquiries to be considered Within 7 days of receipt	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	All team
14. Drop-in sessions for kidney patients needing support	Provide the support necessary to ensure that patients have access	Average for the year of 85%.	All team
15. Training, roadshows and workshops on chronic disease management	Monitor carefully the throughput of participants to ensure that all are included including HIV/AIDS kidney patients	Average for the year of 2	All team
16. Arrange get together events for patients so that they can interact and feel less isolated	Monitor carefully the throughput of events to ensure that all are involved including children and young people	Average for the year of 4	All team

Operational Targets			
Building renal infrastructure and services			
Objective	Action Plan	Outcome — performance indicators	Ownership
17. Patient groups in the locality and fora to support the infrastructure	Monitor procedures carefully to ensure that groups are supported within target.	Average for the year of 90%.	All team
18. Support services and renal care are fit for purpose	Provide the support necessary to ensure that decisions are issued promptly.	Average for the year of 90%.	All team

Operational Targets

Promoting kidney donation and reducing people added on renal therapy

Objective	Action Plan	Outcome — performance indicators	Ownership
19. Ensure that initial notifications for kidney promotion within the appropriate timescale are issued at least 30 working days before the launch.	Identify the total number of initial date notifications that were sent out and the number within target.	Average for the year 90%.	All team Chair
20. Ensure that all Promotion materials are put through intensive management.	Promotion directions to be produced in all cases.	Average for the year 90%.	All team
21. Ensure that marketing directions are issued no later than 10 working days after receipt of complete plan.	Identify the total number of directions issued and the number within target.	Average for the year 75%.	All team
22. Issue precise notifications for organ promotion at least 25 working days before the project start.	Identify the total number of precise notifications issued and the number within target.	Average for the year 85%.	All team
23. Ensure that all review on plan are sent to the board at least 30 working days before the board meeting.	Identify and report on promotion meeting the target and find out reasons when target is not met.	Average for the year 80%.	All team
24. Notify all partners of project decisions within the timescale set in the kidney donation plan.	Review processes to see if decisions can be expedited.	Average for the year 90%.	All team
25. Ensure that kidney donation plans are Focused and targeted To African communities	Establish and report on the plan which did not meet the objective set.	Average for the year 90%.	Chair All team

Operational Targets

Promoting kidney donation and reducing people added on renal therapy ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
26. Ensure that precise strategy of reduction notifications are issued at least 25 working days before the launch.	Identify the total number of precise notifications issued and the number within target.	Average for the year 85%.	All team Chair
27. Reduce number of kidney patient contracting HIV/AIDS	Identify and report on epidemiology of HIV/AIDS in kidney patients	Reduce rates of infections so that no more than 10% of all cases go to a further	All team
28. To record and monitor all new cases of children and young people with kidney disease	To add and map all cases the list within the given timescale and pass to the board team to progress through the monitoring process	Average for the year of 90%.	All Team.
29. To publish quarterly paper and monthly on public education and impact	To comply with the timetable.	All deadlines met.	All Team.
30. To develop whole process targets for healthy living preventive measures in line with NSF recommendations.	Liaise with team to produce meaningful targets in line with NSF requirements and good practice. As part of this work monitor the number of cases that are decided on or before the target month.	Drafts developed by 1/9/08 for approval through governance structures. Final proposal to Management Board by 28/2/09. Monitor cases from 01/4/08.	Secretary All team

Operational Targets

Supporting carers and donors so that they feel valued

Objective	Action Plan	Outcome — performance indicators	Ownership
31. Notify carers/donors of the new project and their participation	Review processes to see if decisions can be expedited earlier than the target.	Average for the year of 95%.	All Team.
32. Hold outings, workshops within the allotted timescale according to carers/donors needs	Make better use of the available resources.	Average for the year of 70%.	All Team.
33. Identifying those carers suitable for support.	Sift the applications to see whether the carers can access	All requests to be sifted by a member within 5 days of receipt of request.	All Team.
34. Continue to develop the carers/donor pilot To maximise its potential and benefits for all.	Expand to all areas of AFREKID where carers donors facilities are to be found	Ensure that carers/donors feel valued and less isolated Pilot the carers/donor project in at least five locations.	All team

Operational targets			
Commission research into kidney disease in African communities			
Objective	Action Plan	Outcome — performance indicators	Ownership
35. Research into kidney disease in Africans and to correspondence from members of the public, external agencies	Commission and maintain a clear record of when correspondence is received and the reply sent.	Average for the year of 95%.	Chair
36. Consult members on issues affecting them such as organ Donation, dialysis transplantation and access to service and take relevant action within 7 working days from receipt of the request.	Continue to implement new process.	Average for the year of 95%.	All team
37. Report on the progress of reviews or research to the Management Board and members.	Provide progress reports.	By the last working day of each month.	Chair

Operational targets			
Corporate Services			
Objective	Action Plan	Outcome — performance indicators	Ownership
38. Produce monitoring reports by the 15th of each month.	Collate performance statistics from databases and teams and prepare monitoring report for Chair and funder.	By the 15th of each month.	All team
39. Update and test the Business Continuity Plan.	Ensure that the plan is updated every 6 months and tested annually.	Update by 1/4/08 and 1/10/08. Test to be completed by 30/9/08.	Chair

System Improvement			
Systems Development			
Objective	Action Plan	Outcome — performance indicators	Ownership
40. Fully document all AFREKID case management processes.	Commission and complete Case Management Manual.	Completion of manual by 1/7/08 together with review process on quarterly basis.	All team
41. Support and develop bespoke casework systems that provide essential management information.	Continue support of In-house systems and develop future solutions for implementation in 2009/10.	In line with casework manual, first proposals by 1/7/08. Preferred solution selected by 1/9/08. Specification for new systems drawn up by 1/2/09.	All team
42. Reduce reliance on paper cases once received from external stakeholders.	Investigate and, where appropriate, introduce digitisation of cases.	Decision on preferred options by 1/5/08 and action plan reviewed on quarterly basis.	All team
43. Supporting and developing use of the CJSM system and AFREKID laptops.	Provide remote online for support and fault resolution. Continue to advise & train members in best practice. Provide 3rd line support (Future proofing).	Produce log of all remote online support provided. Provide training to all AFREKID board members and staff for best practice use of lap top equipment and PCs. All broken PCs to be repaired where possible.	IT
44. Providing and supporting robust independent data backup systems.	Maintain and improve backup systems & protocols.	Provision of monthly backup of appropriate data.	IT

Although “ownership” of many of the above objectives is vested in the Board, it is acknowledged that their delivery is dependent upon the output of **both** members and staff. For the staff these main objectives will be underpinned by team and personal work objectives.

Aim 2 – Resource Management and Accountability

- 3.6** To demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value by optimum use of resources.

Context of Aim 2

Human resources

Membership of the Board

- 3.7** The figures for 2007/08 in the table below represent the number of members on the Board at 31.3.08. What is clear is that as the amount of work continued to rise and there will be a need to increase the number of members if the Board is to meet its obligations to consider these cases in a timely manner.

Members/Volunteers	2007/8	2008/09
Graciano Masauso	√	√
Omolara Uzokwe	√	√
Anna Mudeka	√	√
Gervais K Mambs	√	√
Wendwossen M Wole	√	√
Alice Kemp-Welch	√	X
Volunteers	4	10
Total	10	15

Staff

3.8 Plans are underway to employ a Volunteer Co-ordinator and a Young People Support Officer if we manage to secure funding. This is necessary to cope with increasing workload pressures.

Budget / Grant

3.9 In 2007/8 our budget was £9,725k. In 2008/2009, we expect the grant to increase by 50%. There is need to apply for sustainable funding This is needed to meet the additional casework demands from HIV/AIDS and to enable the Board to implement its quality agenda, establish an intensive case management policy and implement recommendations from the review committee.

3.10 Aim 2 will be achieved by the following high level objectives:

- Ensuring value for money in the use of AFREKID's human, financial and other resources.
- Ensuring that the control environment is enhanced and maintained.
- Developing and maintaining a framework for the management of risk and sound corporate governance.

3.12 The following specific objectives have been identified:

Management of Finance and Accountability			
Objective	Action Plan	Outcome — performance indicators	Ownership
<p>45. To ensure AFREKID operates within budget.</p> <p>Produce monthly statements of expenditure against budget.</p> <p>Ensure budget information is meaningful and reports are consistent with budgets.</p> <p>To ensure the Board is sufficiently flexible in managing its finances.</p>	<p>Meet monthly timetable.</p> <p>Load budget on accounting system and reports.</p> <p>We will forecast our year end results at the six and nine months stage and take appropriate action.</p>	<p>Monthly.</p> <p>By 31/03/08 or within 2 weeks of receiving finalised budget if later.</p> <p>By 31/10/08 and 31/1/09.</p>	<p>Accountant and Treasurer.</p>

Management of Finance and Accountability ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
46. To produce end year financial statements for 2007/08 that will be approved and produce sufficient assurance of internal control for Audit purposes	<p>To produce Statement of Internal Control.</p> <p>To produce Annual Assurance Statement</p> <p>To comply with detailed audit strategy as agreed with Board's Risk Management Committee.</p> <p>To review Internal Audit programme and agree with Board's Risk Management Committee.</p>	<p>By 31/5/08.</p> <p>By 30/6/08.</p> <p>By 31/07/08.</p> <p>By 31/03/08.</p>	Accounting Treasurer
47. To ensure the Board complies with International Accounting Standards.	The Board will restate its 2007/8 figures in line with standards	By 31/07/08.	Finance Committee
48. Review corporate risk management strategy and implement changes.	<p>To have annual round of consultation with members and staff on corporate risk.</p> <p>To hold workshop on reviewing corporate risk register, policy and strategy.</p>	<p>By 31/10/08.</p> <p>By 31/12/08.</p>	Finance Committee
49. To support the Audit & Risk Management Committee to operate in line with best practice.	Complete risk assessment tool and hold an seminar to discuss.	By 31/12/08.	Finance Committee
50. Pay claims accurately by the 10 th working day of the month for claims received on time.	<p>Meet monthly timetable.</p> <p>Review existing procedures.</p> <p>Give clear guidance and instruction.</p> <p>Update Members' Handbook.</p>	<p>Monthly</p> <p>By 31/10/08.</p> <p>As required.</p> <p>As required.</p>	Finance Committee.

... continued

Management of Finance and Accountability ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
51. To ensure members' and staff travel is cost effective and properly incurred.	<p>Review staff expenses procedures.</p> <p>Review members' expense claim forms.</p> <p>Provide on line train booking.</p> <p>Give induction training to new staff.</p> <p>Review approval levels.</p>	<p>By 31/10/08.</p> <p>By 30/9/08.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>By 30/9/08.</p>	Finance Treasurer
52. Pay undisputed invoices within 30 days of receipt.	<p>Log invoices in spreadsheet and register on receipt.</p> <p>Settle invoices twice a month.</p>	Average for the year of 90%.	Finance com.
53. Ensure finance data is backed up and protected.	<p>Daily onsite back up to encrypted disk.</p> <p>Offsite backup daily via internet.</p>	<p>Daily.</p> <p>Daily.</p>	Finance com
54. Develop our staff abilities by supervision, in-house training and professional development.	<p>Quarterly supervision and training.</p> <p>Support for study in line with internal guidelines.</p>	<p>Quarterly.</p> <p>Review periodically.</p>	Finance Com
55. Seeking best value when sourcing & purchasing hardware, software and peripherals.	Sourcing best value suppliers and resellers of hardware and software by using online resources for best value.	Monthly	IT committee.
56. Implement and keep under review security policy to protect the data that the Board has at its disposal.	<p>Publish policy and procedures.</p> <p>Report to the Audit & Risk Management Committee.</p>	<p>By 30/4/08.</p> <p>By 31/3/09.</p>	Policy Resource Com
57. Work with consultants to achieve agreed sustainability targets and commitments.	Develop a sustainability action plan.	By 30/1/09	Policy & Resource Committee.

Management of Human Resources

Objective	Action Plan	Outcome — performance indicators	Ownership
<p>58. In conjunction with the funder, to review the strategy for recruitment, appointment (terms), remuneration and retention of members; in particular to respond to changes in legislation.</p>	<p>External fees review to be considered by Management Board and discussed with sponsor.</p> <p>Liaise with staff or Volunteers time mgt</p>	<p>By 30/6/08</p> <p>Ongoing</p>	<p>Finance</p> <p>Chairman</p>
	<p>Agree strategy for next round of recruitment of members</p>	<p>By 30/9/08.</p>	<p>Policy & Resource Committee</p>
	<p>This will include a focus for the improvement in diversity of the membership of the Board</p>	<p>By 30/9/08.</p>	
	<p>Set timetable for revision of overall strategy in the light of proposals following legislative changes and sponsorship arrangements.</p>	<p>Provisional date 30/9/08, dependant upon actions by funder.</p>	
<p>59. To publish an analysis of member output in the AFREKID's Annual Report for 2008/09 and subsequent years.</p>	<p>Agree definition of 'output' for reporting purposes.</p>	<p>By 30/4/08.</p>	<p>Policy Resource Committee</p>
	<p>Review current systems to establish required changes.</p>	<p>By 31/5/08.</p>	
	<p>Decide between changing current systems, or inclusion of reporting requirements in future overall case management system.</p>	<p>By 30/9/08.</p>	<p>Policy Resource Committee.</p>
	<p>Agree what interim reporting of 'output' can be included in 2008/09 Annual Report.</p>	<p>By 31/5/08 to be published in AFREKID's Annual Report for 2008/09.</p>	<p>Policy & Resource Committee.</p>

... continued

Management of Human Resources ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
60. To complete and implement a review of AFREKID's corporate governance arrangements	Internal review and consultation completed. Proposals to Management Board.	By 30/09/08. By 30/11/08.	P&R HR
61. To prepare for accreditation	To promote good practices within AFREKID and follow recommendations made by the last assessment.	Tests standards To met and to achieve accreditation by 31/3/09.	P&R HR
62. Monitor the staff system, reviewing and updating the process as required.	Monitor of system by 30/4/08 — Report to Management Board by 31/5/08. Monitor of mid-year reviews by 30/10/08 — Report to Management Board by 31/12/08.	80% of cases to be opened by 30/4/08. Completion of 80% of mid-year reviews by 30/11/08.	P&R
63. To carry out a review of AFREKID's sick absence monitoring procedures with a view to reducing the overall level of sick absence to an average of 9 days per member of staff for the year.	Report and recommendations to Management Board. Re-launch and training. Reports to Management Board.	By 30/4/08. By 30/6/08. Monthly. Quarterly.	P&R
64. Review the current induction process used for new members of secretariat staff.	Evaluate current process used, discuss inter-departmental inductions. Review the effectiveness of current process.	Review by 30/09/2008. Report to Management Board by 31/10/2008.	P&R
65. Review staffing organisation, ensure staff are utilised across the Secretariat.	Ensure that the right numbers of staff are recruited together with the right type of staff for the roles within the Secretariat.	Review by 31/09/2008.	P&R

Management of Human Resources ... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
66. Deliver the agreed training programme for members.	Deliver training as outlined in the annual programme.	Annual Conference by 30/4/08. New member training by 31/8/08. Development Days by 31/10/08.	Training
67. Train members and staff in the new requirements of the Immigration Act 2008	Carry out training programme when details of the new legislation are confirmed.	Implement training by 30/9/08.	Training
68. Ascertain training requirements of members in accordance with the review recommendations.	Carry out survey of members.	By 30/11/08.	Training
69. Ensure that managers achieve the competencies expected of them.	Deliver training programme to Parole Board managers.	By 31/3/09.	Training
70. Strengthen victim awareness among staff and members.	Deliver victim awareness training for staff and members.	By 31/3/09.	Training

Aim 3 – Information, Strategy, Communications and Change

3.12 To promote the transparency of and public confidence in the work of AFREKID, while effectively managing change.

Context of Aim 3

3.13 In 2007 a new corporate governance structure was introduced. This resulted in the formation of a new Management Board which is supported by four main committees – the Risk Management Committee and the Review Committee. The role of the Management Board is to provide leadership, vision, continuity of purpose and accountability to the public.

3.14 Aim 3 will be achieved by the following high level objectives:

- Managing change in the work and promoting the independence of AFREKID through effective change management processes.
- Maintaining good relationships with key internal and external stakeholders through an effective communications and engagement strategy.
- Making the best use of information technology to support members and staff and improve casework processes.

3.15 The following specific objectives have been identified:

Objective	Action Plan	Outcome — performance indicators	Ownership
71. Ensure that the Management Board is provided with the support and advice needed to make informed decisions on policy and strategy.	Organise 10 meetings and issue papers on time.	By 7 days before each meeting.	Secretary

Objective	Action Plan	Outcome — performance indicators	Ownership
72. Manage change in the work of AFREKID and promote the transparency of AFREKID.	Set up a group to manage change	Set up change management group by 30/6/08.	Chair
73. Demonstrate public accountability by publishing AFREKID's Annual Report and Accounts for 2007/08.	Prepare timetable and set up editorial board. Submit to Management Board and publish.	By 30/03/08. By 31/07/08.	Chair Secretary
74. To develop a Business Plan for 2009/10.	Hold business planning meetings with staff, members, Pre and Post release sections.	To publish a Business Plan for 2009/10 by 31/3/09.	Chair
75. Keep members and staff well informed of policy and practice developments.	Publish 10 issues of AFREKID newsletter for staff and members.	Meet monthly publication deadlines.	Volunteer Co-ordinator
76. Obtain feedback from members and staff on attitudes and perceptions.	Work with HR to conduct annual staff and member survey. Publish results and action plan to address findings to staff and members.	Conduct survey by 31/10/08. Publish results and action plan by 31/03/09.	P&R
77. Increase use of AFREKID's website by keeping site live and driving traffic to it.	Keep website live and updated by regularly posting new material. Drive increased traffic to website through use of marketing techniques.	Post at least 30 new items to website during course of year, by 31/03/09. Increase traffic flow to website by 25% over course of year, by 31/03/09.	Volunteer Co-ordinator

... continued

Objective	Action Plan	Outcome — performance indicators	Ownership
78. Improve engagement with key stakeholders.	Conduct a stakeholder audit and develop a stakeholder engagement strategy.	Conduct audit and develop strategy by 31/10/08.	Chair
	Keep key stakeholders updated with AFREKID developments.	Send out information to key stakeholders at least every quarter.	Secretary
	Promote AFREKID through a series of visits to transplant and Renal dialysis units.	Arrange 5 visits by 31/7/08.	
	Continue to contribute to the debate on how carers Donors and other interested parties might be involved in the kidney process.	Link with stakeholders representing interests of Donors and carers.	Chair
79. Achieve compliance with the Freedom of Information Act.	Answer FOI requests within statutory deadlines.	Answer 95% of FOI requests within 20 working days of receipt.	Chair
80. Promote and facilitate best use of ICT laptops and other related IT resources.	Promote IT best practice to members and staff through the use of GEM's, PBM letters, AFREKID Sheet and the website.	Ongoing.	IT Team
81. Meeting AFREKID's IT needs and requirements where possible with the available resources.	Making best use of existing IT resources by keeping up to date with IT skills and current practice.	Monthly.	IT Team.

Telephone Enquiries

Objective	Action Plan	Outcome — performance indicators	Ownership
82. Answer all telephone calls within 4 rings.	Ensure arrangements are in place so that calls are answered promptly.	Average for the year of 95%.	All teams.

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