



Business Plan 2007-08



AFREKID

Africa Resource for Kidney Diseases

AFREKID is an organisation dedicated to the welfare of African renal patients by initiating the establishment of renal replacement therapy and influencing the provision of renal support services and renal care.

Key to Abbreviations

AFREKID	Africa Resource for Kidney Diseases
AGM	Annual General Meeting
AU	African Union
BME	Black and Minority Ethnic
BMETN	BME Transplant Network
DOH	Department of Health
ESF	European Social Fund
EU	European Union
GMTF	G Masauso Trust Fund
KARIBU	African Women Support Group
KBS	Kent Business School
MBA	Master of Business Administration
MHCWZ	Ministry of Health and Child Welfare Zimbabwe
NHS	National Health Services
NSF-RS	National Service Framework for Renal Services
SADC	Southern Africa Development Community
UKC	University of Kent at Canterbury
UKT	UK Transplant
UZ	University of Zimbabwe
WHO	World Health Organisation
ZKF	Zimbabwe Kidney Foundation

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Chairman's Foreword

Aims and objectives

This plan sets out a challenging programme for the next year to meet our new overarching aim of working with others to support African renal patients and initiating renal replacement therapy and influencing the provision of renal support services.

At the heart of our core business is patient welfare. Here we have set ourselves the target of making risk assessments which are rigorous, fair and timely, with the primary aim of supporting African renal patients and initiating renal replacement therapy and influencing the provision of renal support services.

We need to continue to demonstrate effectiveness and accountability by maintaining strong internal controls, setting clear objectives, managing corporate risk and delivering best value by optimum use of resources.

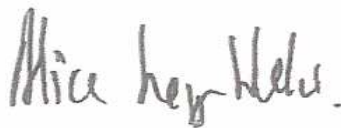
We face a rapidly changing politico-socio-economic and legal environment and we will strive to promote the relevance of and public confidence in the work of AFREKID, while effectively managing this change.

We look forward to the opportunities offered by the new global agenda on renal care and will commit ourselves to ensuring that the change is a positive one.

The Renal agenda

It is very important that during the year we introduce a system of intensive case management that can fully support AFREKID in their deliberations especially in transplant tourism, organ donation and transplantation that pose particular difficulties for risk assessment.

It is vital that AFREKID has the funds to engage in quality assuring our work and in research to monitor and analyse the outcomes of our decisions, so that we can learn from them and improve our decision making in the future.



Alice Kemp-Welch

Chairman

March 2007

Chief Executive's Introduction

Workload

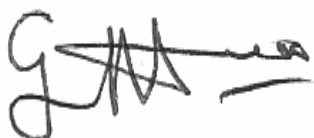
The past 12 months have been the busiest ever with a record number of patients helped. This has placed staff and members under considerable pressure. I am therefore delighted that one of the key objectives set at the beginning of last year, which was to launch a Newspaper for members, was achieved in November 2006. It is a credit to members and staff that this was possible and is a just reward for hard work in very difficult circumstances. The year ahead is no less daunting with a further increase in workload projected and the implementation of new legislation which will have a direct impact on the work of AFREKID

Planning is crucial and AFREKID recognised, more than ever, the need to consult closely with our stakeholders and immediate partners in preparing this plan. Regular meetings are held with patients, medical professionals, donors, Carers and at which our work projections and policy matters are discussed. This has been enhanced with a joint planning framework which has identified a range of key issues that needed to be addressed in partnership. An action plan has been agreed to set whole-system targets with deadlines, to arrange work and to organise a joint delivery improvement workshop. This type of joint working is essential if we are to manage the increasing workload effectively and contribute to the NHS National Service Framework (NSF) for Renal Services and World Health Organisation (WHO) renal provision agenda for Africa.

Budget

The objectives set out in this plan reflect AFREKID's priorities. They are demanding objectives and are set against a severe tight budget. Despite this AFREKID will do its utmost to ensure that it has the systems and procedures in its disposal and put in place to ensure that will deliver improvements to the provision of renal service and save life.

Our ability to deliver this ambitious business plan and play our part in initiating and influencing the provision of renal care will depend on the resources we secure and receive.



Graciano Masauso

Acting Chief Executive Officer

March 2007

Mission Statement

- 1.1** Africa Resource for Kidney Diseases (AFREKID) is an organisation dedicated to the welfare of African renal patients by initiating the establishment of renal replacement therapy and influencing the provision of renal support services and renal care.

Role and responsibilities

- 1.2** Africa Resource for Kidney Diseases (AFREKID) was established on 14th April 2005 as a company Limited by Guarantee under the Companies Act 1989 of England and Wales. AFREKID's role is to support African renal patients and initiate renal replacement therapy and influence the provision of renal support services and renal care.
- 1.3** AFREKID is also a voluntary and community organization whose work is guided by NHS National Service Framework (NSF) for Renal Services and guidance issued by appropriate health organisations such as World Health Organisation (WHO) and African nations.

Aims and Actions

Overarching Aim

2.1 The Board's overarching aim is:

Working with others to support African renal patients so that they can realise their potential in the community.

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

- To make risk assessments which are rigorous, fair and timely with the primary aim of initiating and influencing the provision of renal replacement therapy and supporting African renal patients so that they can realize their full potential in the community.
- To demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value in renal care by optimum use of resources.
- To promote the relevance of and public confidence in AFREKID's renal work, 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 the board and presented to AGM.

Equal Opportunities Statement

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.

Diversity

2.5 Diversity training is provided to AFREKID members and staff. AFREKID reviews and monitors the outcome of its decisions to ensure that there is no evidence of bias.

Aim 1 - Operations and Core Business

3.1 To make risk assessments which are rigorous, fair and timely with the primary aim of initiating and influencing the provision of renal replacement therapy and supporting African renal patients so that they can realise their full potential in the community.

Context of Aim 1

3.2 The core business of AFREKID the welfare of African renal patients and will be delivered by:

- Initiating the establishment of renal replacement therapy such as dialysis and transplantation.
- Influencing the provision of renal support services for African renal patients as recommended in the NHS National Service Framework (NSF) for Renal Services, national service frameworks of African nations and World Health Organisation (WHO).
- Promoting kidney donation and awareness and educating the public on kidney diseases and their impact on people and community.
- Designing preventive measures to reduce the number of African people needing dialysis and transplantation.
- Providing information, guidance and supporting for African kidney patients.
- Developing mechanisms to support kidney donors and their families and Carers of kidney patients in such a way that they feel valued.

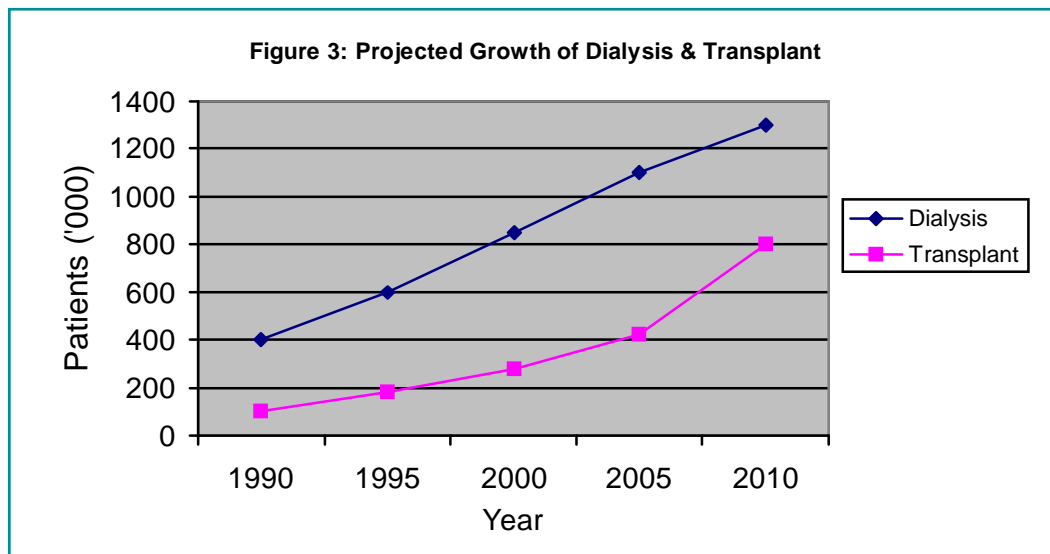
Aim 1 - Operations and Core Business

(continued)

Renal Projections

3.3 The projections for dialysis and transplantation demand are alarming and cause for concern. By 2010, chronic renal patients in developed countries will be matched by those in the In the developing countries and by 2020, the ratio of renal patients in developing countries Will be 3:2 of developed countries yet most of the renal services are found in developed countries

It has been projected that the world renal patient population will reach 5 million by 2020.



Source: World Foundation for Renal Care 2000

Actions

3.4 Aim 1 will be achieved by:

- Negotiating and agreeing the content and quality of the information and reports provided to AFREKID.
- Keeping up to date with developments in risk assessment and training members accordingly.
- Reviewing and monitoring the quality of decisions through formal appraisal and other methods of quality testing including accreditation.
- Reviewing and monitoring the standards of information provided to AFREKID and feed back the results to information providers.
- Undertaking research on the outcomes of AFREKID's decisions.
- Contributing to the debate on kidney disease, renal replacement therapy, organ donation and ethnicity and other interested parties might be involved in the renal process.
- Developing and reviewing its provision of information, guidance and support to renal users
- Ensuring that there is an efficient and timely output of work which is driven and supported by stretching performance targets.
- Developing appropriate mechanisms to demonstrate the rigour, fairness and consistency of decision making processes.
- Developing business processes ensuring that technology is used to maximum effect and implementing intensive management.
- Developing partnerships with health organizations and other appropriate agencies.
- Developing and reviewing the content and quality of management information.
- Maintaining and improving the integrity of data that is within AFREKID's control including further developing African Renal Database.
- Reviewing the effectiveness of AFREKID's diversity statement and continuing to monitor that AFREKID does not discriminate on improper grounds.
- Developing AFREKID's Review Procedure further and ensuring issues and learning points are fed into board and staff members' training and appraisal processes.

Aim 1 - Operations and Core Business

(continued)

Objectives

3.5 The following specific objectives have been identified:

Quality of decision making			
Objective	Action Plan	Outcome - performance indicators	Ownership
1. Develop and implement the member accreditation programme in accordance with the timetable agreed by the Board.	Conduct timely accreditation in line with training programme.	Ongoing.	Chief Executive & Support Services.
2. Monitor the quality of AFREKID decisions and provide individual feedback to members as resources permit.	Establish and implement a monitoring system in accordance with allocated budget.	Ongoing.	Chief Executive Officer
3. Ensure that learning points arising from the monitoring process are fed into the member training programme.	Collate learning points from each accreditation process for consideration by the Training Committee.	At each accreditation stage.	Chief Executive Officer.
4. Contribute to the debate on renal disease and other interested parties might be involved in the parole process.	Liaise with the Ministries of health and relevant parties in the introduction of renal diseases and ethnicity.	By 31/10/07.	Support Services Team.
5. Establish a quality unit; agree and implement a prioritised programme for quality assuring (a) the information provided to AFREKID and (b) members' decisions, as resources permit.	Recruit quality team.	By 31/12/07.	Chief Executive Officer.
6. Develop standards for information presented to AFREKID, prioritising as appropriate.	Negotiate with information providers. Agree standards.	Ongoing.	Support Services Team.
7. Further develop AFREKID's risk assessment manual and member handbook.	Identify priorities. Commission work.	Ongoing.	Chief Executive Officer.
8. Maintain African Renal Database and provide analyses relating to renal diseases.	Establish arrangements for administering and managing database. Commission analyses.	Ongoing.	Support Services Team.
9. Design appropriate mechanism for review.	Identify review systems and assessed	Average for the year, 95% of files extracted.	Support Services Team.

Initiating the establishment of renal replacement therapy

Objective	Action Plan	Outcome - performance indicators	Ownership
10. Working with countries to identify need for renal Replacement therapy and decision made within 25 days.	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Chief Executive Officer
11. Decisions or recommendations notified within 2 working days of panel.	Provide the support necessary to ensure that panel decisions are issued promptly.	Average for the year of 95%.	Chief Officer and Support Team.
12. Panelled cases to be considered by a panel within 25 working days of receipt from the Country Renal Team.	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Chief Officer Support Services Team.
13. Involving renal associations of countries in decision-making and with partners.	Identify renal associations and partners and draft partnership agreement.	TOR and agreement produced, agreed and signed by all parties.	Support Services Team
14. Deferred cases to be considered by a panel within 25 working days of receipt of all documents requested by the previous panel.	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Chief Officer Support Services Team.
15. Ensure that interviews requested on programmes are arranged within 2 weeks of receiving notification.	Monitor carefully to ensure planned meetings are held within target.	Average for the year of 95%.	Support Services Team.

Influencing the provision of renal support services and renal care

Objective	Action Plan	Outcome - performance indicators	Ownership
16. Requested cases for renal Services/care to be considered within 6 working days of receipt.	Monitor procedures carefully to ensure that cases are handled within target.	Average for the year of 90%.	Support Services Team.
17. Work with renal providers and other agencies to ensure African patients receive care	Provide the support necessary to ensure that decisions take care of the needs of African renal patients.	Average for the year of 90%.	Support Services Team.
18. Monitor the services uses by members at renal units, centres, and non-specialists Units/centres.	Introduce a system for monitoring the number of support services being used.	Report to the Board by 30/9/07.	Support Services Team.

Aim 1 - Operations and Core Business

(continued)

Kidney Donation awareness campaign and public education			
Objective	Action Plan	Outcome - performance indicators	Ownership
19. Ensure that initial pilot into kidney diseases and organ donation issued 120 days before the research began and all partners are aware.	Identify pilot areas and set the date And notifications sent out and all within target.	Average for the year of 90%.	Support Services Team.
20. Ensure that report of pilot project is produced and issued at least 50 working days before the research began.	Identify the total number of precise notifications issued and the number within target.	Average for the year of 85%.	Support Services Team.
21. Investigate factors that prevent people from donating and produce report within agreed timescale.	Research and report on factors and produce materials and ensure those received within target.	Provide monthly statistics.	Support Services Team.
22. To adopt the Intensive Education Management programme so that an increase of documents will be intensively case managed ensuring their readiness for distribution	Ensure that all documents, complete or incomplete are put through intensive education management and case progression requirements are acted on.	Average for the year of 80%. (Once the new system is in place).	Support Services Team.
23. Ensure that all documents are sent to the partner members at least 15 working days	Identify and report on documents meeting the target and find out reasons when target is not met.	Average for the year of 75%.	Support Services Team.
24. Notify all partners of decisions within 5 working days in all cases.	Review processes to see if decisions can be expedited.	Average for the year of 90%.	Support Services Team.
25. Ensure that all information and Promotion materials are distributed to the channels and database within 5 working days of the decision.	To establish a working routine where Information is distributed, and recorded.	Average for the year of 90%.	Support Services Team.
26. Ensure that people receive Information and training and are issued at different For a, workshops, public Places and media.	Identify the total number of people notifications issued and the number within target.	Average for the year of 85%.	Support Services Team.
27. Identify scope for reducing the number of people needing dialysis.	Monitor new cases carefully and Distribute preventive messages using media, communication. Submit report to the Board.	By 30/11/07.	Support Services Team.

Preventive measures to reduce the incidence of renal failure

Objective	Action Plan	Outcome - performance indicators	Ownership
28. Reduce number of African people needing Dialysis and diagnosed.	Identify and report on factors such as diabetes and hypertension and reasons why.	Reduce incidence/ Needing dialysis to no more than 10% of total cases at the Present level.	Chief Executive Officer Support Team.
29. Expand the use of Promotional materials and Grassroots and media using experience of successful pilots.	Make maximum use of AFREKID's own equipment and identify partners that are suitable for the expansion and carry out the work	Report to the Board by 30/11/07 on progress.	Support Services Officer.
30. AFREKID team to consider representations from Patient groups to take the lead in public Education and organ donation	To list representations from patient groups within set timeframe and pass information to team to process.	Average for the year of 90%.	Support Services Team.
31. To publish quarterly paper and monthly date and information on progress.	To comply with the timetable.	All deadlines met.	Support Services Team.
32. Ensure all work and reviews are given specific timeframe and working timetable in advance of work being carried out.	Maintain clear record of activity dates and liaise with other teams to update following the decision.	Average for the year of 90%.	Support Services Team.

Supporting Kidney patients

Objective	Action Plan	Outcome - performance indicators	Ownership
33. Make timely decisions To help develop Patients Support Groups .	Review processes to see if decisions can be expedited earlier than the target.	Average for the year of 95%.	Support Services Team
34. Provide support within the allotted timescale according to patients' support needs.	Make better use of the available resources.	Average for the year of 70%.	Support Services Team
35. Continue to develop Patient Support Groups to maximise its potential and benefits for all parties.	In liaison with other partners expand the support to other areas of the our operation.	Roll out support group across all areas of our operation by 31/9/07.	Support Services. Team

Aim 1 - Operations and Core Business

(continued)

Supporting donors and families and Carers of patients and donors			
Objective	Action Plan	Outcome - performance indicators	Ownership
36. To reply to request / complaints from donors and to correspondence from members of the public, external agencies within 20 working days.	Maintain a clear record of when correspondence is received and the reply sent.	Average for the year of 95%.	Support Services Team.
37. Consult members on requests /complaints From donors, Carers, families of patients and donors within renal and social care and take relevant action within 20 working days from receipt of the request.	Implement handling process.	Average for the year of 95%.	Support Services Team.
38. Report on the progress of handling and review cases to the Board and members.	Provide monthly reports.	By the last working day of each month.	Chief Executive Officer.

Telephone enquiries			
Objective	Action Plan	Outcome - performance indicators	Ownership
39. Answer all telephone calls within 5 rings.	Ensure arrangements are in place so that calls are answered promptly.	Average for the year of 95%.	All teams.

Although “ownership” of many of the above objectives is vested in the Staff, it is acknowledged that their delivery is dependent upon the output of both the board 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

Board of Trustees

3.7 AFREKID's board represents our areas of operation: UK (1), Africa (5) and co-opted (3)
Plans are underway to appoint a board member from North Africa.

	Country	Region
Board of Trustees: 1. Alice Kemp-Welch	England	United Kingdom
2. Anna Hamunyare Mudeka	Zimbabwe	Southern Africa
3. Olumide Omolara Kumuyi-Uzokwe	Nigeria	West Africa
4. Wendwossen Mekonen-Wole	Ethiopia	East Africa
5. Gervais Kouloungou Mambs	Congo Brazzaville	Central Africa
6. Graciano Upenyu Mbilikila Masauso	United Kingdom and Africa	
Staff members: 1. Project Co-ordinator		
2. Support Services Officer		
3. Administrator		
4. Finance Officer		

Staff

3.8 It is anticipated that AFREKID would need 4 staff to meet its target.

Funding/Budget

3.9 The overall project budget for 2007 – 2010 is £310,000. AFREKID would need £99,760 for the 2007/2008

	Jan 08	Feb 08	Mar 08	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Total
AGM/EGM	0	0	0	0	0	0	100	100	0	1000	0	0	1200
Audit/Fees	0	200	0	30	0	0	1000	0	0	0	0	70	1300
Board expenses	117	117	117	117	117	117	117	117	117	117	117	117	1400
Heat/Light overheads	100	100	100	100	100	100	100	100	100	100	100	100	1200
Insurance	100	100	100	100	100	100	100	100	100	100	100	100	1200
IT Support	92	92	92	92	92	92	92	92	92	92	92	92	1100
Payroll	92	92	92	92	92	92	92	92	92	92	92	92	1100
Marketing/Promotion	258	258	258	258	258	258	258	258	258	258	258	258	3100
Postage/Stationery	100	100	100	100	100	100	100	100	100	100	100	100	1200
Refreshment/hire	83	83	83	83	83	83	83	83	83	83	83	83	1000
Conference/roadshow	40	40	1000	40	40	40	40	40	40	700	40	40	2100
Research	625	125	125	125	125	125	125	125	625	125	125	125	2500
Rent	375	375	375	375	375	375	375	375	375	375	375	375	4500
Office equipment	50	50	50	50	50	50	50	50	2000	50	1000	50	3500
Staff expenses	83	83	83	83	83	83	83	83	83	83	83	83	1000
Travel/subsistence	100	100	500	100	100	100	100	100	100	100	500	100	2000
Telephone/fax	92	92	92	92	92	92	92	92	92	92	92	92	1100
Training	133	133	133	133	133	133	133	133	133	133	133	133	1600
Total office Cost	2440	2140	3300	1970	1940	1940	3040	2040	4390	3600	3290	2010	36200
Project Co-ordinator	2325	2325	2325	2325	2325	2325	2325	2325	2325	2325	2325	2325	27900
Support Officer	1509	1509	1509	1509	1509	1509	1509	1509	1509	1509	1509	1509	18100
Administrator	1017	1017	1017	1017	1017	1017	1017	1017	1017	1017	1017	1017	12200
Finance Officer	447	447	447	447	447	447	447	447	447	447	447	447	5360
Total Staff Cost	5298	5298	5298	5298	5298	5298	5298	5298	5298	5298	5298	5298	63560
Total	7738	7438	8598	7268	7238	7238	8338	7338	9688	8898	8588	7308	99760

Aim 2 - Resource Management and Accountability *(continued)*

Actions

3.10 Aim 2 will be achieved by:

- Recruiting Project Co-ordinator who recruits other staff
- Effectively managing the charity's cash and other assets.
- Developing effective delegated budgets.
- Establishing, monitoring and stabilising unit costs as far as possible.
- Promptly paying the charity's members, staff and other creditors.
- Developing the Corporate Governance Framework.
- Maintaining sound procedures and controls.
- Business planning in partnership with our funders.
- Applying and monitoring the charity's commitment to equal opportunities and diversity.
- Determining and implementing the most appropriate organisational structure.
- Improved quality and efficiency of working through improved IT systems.
- Working towards achieving quality standards such as Investors in People accreditation.
- Strengthening kidney disease and donation awareness.
- Continuing to develop the charity's strength in human resource management.
- Developing appointments process for members to ensure the best candidates are selected.
- Developing training strategy and using evaluation as development into a learning organisation.
- Reviewing and monitoring our corporate risk management framework.
- Developing a Business Continuity Plan.
- Providing assurance on all aspects of AFREKID's operation to its funders.
- Ensuring a smooth transition to international work.

Objectives

3.11 The following specific objectives have been identified:

Management of finance and accountability			
Objective	Action Plan	Outcome - performance indicators	Ownership
40. Pay undisputed invoices within 30 days of date of invoice.	To constantly maintain spreadsheet of invoices received / paid. To create monthly bill payment batch. To report monthly on percentage achieved. To submit for audit at year-end.	Average for the year of 90%.	Finance Officer.
41. Ensure accounting reports contribute to the effective running of the charity.	Review financial information and consult with stakeholders.	Initial review by 31/10/07 and periodic reassessment thereafter.	Chief Executive Finance Officer.
42. Assess the suitability of the accounting system.	Review the existing system.	By 31/10/07.	Chief Executive Finance Officer.
43. To ensure AFREKID operates within budget Produce monthly statements of expenditure against budget. All staff to have suitable authority limits. Ensure budget information is meaningful and reports are consistent with budgets.	Meet monthly timetable. Review existing limits and revise where necessary. Design effective reports in consultation with stakeholders.	Monthly. By 30/05/07. By 30/07/07 and review again during accounting system review.	Chief Executive and Finance Officer.
44. To produce end year financial statements for 2006/07 that will receive Approval at the AGM and produce sufficient assurance of internal control for audit purposes	To produce Statement of Internal Control. To produce Annual Assurance Statement & Report To comply with detailed audit strategy as agreed with AFREKID's Audit & Risk Management Committee. To review Internal Audit programme and agree with charity's Audit & Risk Management Committee.	By 31/8/07. By 30/06/07. By 31/10/07. By 31/12/07.	Finance Officer and Chief Executive Officer.
45. Review banking arrangements.	To ensure arrangements are competitively priced and make best use of electronic banking.	By 31/11/07.	Support Services.

Aim 2 - Resource Management and Accountability (continued)

Management of finance and accountability			
Objective	Action Plan	Outcome - performance indicators	Ownership
46. Review corporate risk management strategy and implement changes.	To have annual round of consultation with members and staff on corporate risk.	By 31/10/07.	Chief Executive Officer.
	To hold workshop on reviewing corporate risk register, policy and strategy.	By 31/12/07.	
47. Develop a Business Continuity Plan.	Liaise with the funders to produce viable arrangements for business continuity in the event of an emergency.	By 30/01/08.	Chief Executive Officer.

Management of human resources			
Objective	Action Plan	Outcome - performance indicators	Ownership
48. Implement the recruitment process for staff, ensuring that AFREKID's commitment to equal opportunities and diversity is applied and monitored.	Draw up an Equal Opportunities policy.	Implement policy by 31/3/08.	Chief Executive Officer
	Research new methods of recruiting staff - Report to the Board by 30/06/07.	Manage a cost effective recruitment method of employing staff for the year ending 31/03/08.	
49. Recruit Project Co-ordinator and other staff members.	To advertise the post/job in many channels of the media.	Many prospective candidates and post filled	Board of Trustees.
50. Work and monitor the quality systems, reviewing and updating the process as required.	Monitoring of quality systems by 30/4/07 - Report to Board by 31/5/07.	Opening of 80% by 30/12/07.	Support Services Officer
	Monitoring of mid-year reviews by 30/11/07 - Report to the Board by 31/12/07.	Completion of 80% of mid-year reviews by 30/11/07.	
51. Manage sick absence levels to an average of 12 days per person	Monitor compliance with procedure.	Successfully manage average for the year ending 31/03/08.	Chief Executive Officer
	Monthly reports for staff and Executive Team.		
	Quarterly report to the Board.		
52. Conduct the annual review of training strategy for staff and members, using evaluation as part of development into a learning organisation.	Hold discussions with staff and implement strategy.	By 30/10/07.	Chief Executive Officer .
	Carry out review in discussion with members and report to Training Committee.	By 31/09/07	

Management of human resources continued

Objective	Action Plan	Outcome - performance indicators	Ownership
<p>53. Deliver the agreed training programme for staff and members in accordance with the training and development strategy.</p>	<p>Deliver training as outlined in the annual programme.</p>	<p>Annual training and Conference by 30/03/08.</p> <p>Staff training by 31/03/08.</p> <p>Development Days by 28/02/08.</p> <p>Members' training by 30/06/08.</p>	<p>Chief Executive Officer.</p>
<p>54. Strengthen renal awareness among staff and members.</p>	<p>Deliver kidney awareness training for staff and members.</p>	<p>By 31/3/08.</p>	<p>Support Services Team.</p>

Aim 3 - Relevance, Strategy, Communications and Change

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

Context of Aim 3

3.13 In 2006 a new corporate governance structure was introduced. This resulted in the formation and amalgamation of 4 committees into single Policy and Resource Committee. The role of the Board is to provide leadership, vision, continuity of purpose and accountability

Actions

3.14 Aim 3 will be achieved by:

Developing a strategy to promote and maintain the relevance of AFREKID in renal care.

- Establishing a framework for managing the change of work programme from national to international.
- Developing a comprehensive strategy to promote confidence in the work of AFREKID amongst its stakeholders and the general public.
- Developing the online presence of AFREKID through a comprehensive review of the design and functionality of AFREKID's website.
- Continuing to publish regular information about the plans, policies and performance of AFREKID through annual reports and business plans and AFREKID's website.
- Developing the ability of AFREKID to respond to changes in legislation, organ transplantation law and the politico-socio-economic environment.
- Reviewing AFREKID's IT needs and meeting them so far as it is within AFREKID's control.
- Completing the Board's research into discretionary life sentence prisoners.
- Commissioning research to inform policy and decision making.
- Ensuring that our service delivery meets Best Practice standards.
- Reviewing and developing business plan objectives.
- Delivering an efficient, timely and effective service to all its stakeholders.
- Reviewing policy and procedures and implementing any necessary improvements.

Objectives

3.15 The following specific objectives have been identified:

Objective	Action Plan	Outcome - performance indicators	Ownership
55. Ensure that the Board of Trustee is provided with the support and advice needed to make informed decisions on policy and strategy.	Organise 6 meetings and issue papers on time.	By 7 working days before each meeting.	Chief Executive Officer.
56. Demonstrate accountability by publishing the AFREKID's Annual Report and Accounts for 2007/08.	Prepare timetable and set up editorial board.	By 30/12/07	Support Services Team.
	Submit to the Board and publish.	By 26/04/08	
57. To develop a Business Plan for 2008/09.	Hold business planning meetings with staff, members, and partners.	To publish a Business Plan for 2008/09 by 31/03/2008.	Chief Executive Officer.
58. Ensure the smooth transition to international work.	Establish a framework for managing the change.	By 30/01/08.	Chief Executive Officer.
59. Keep members and staff well informed of policy and practice developments.	Publish 10 issues of the Board Sheet newsletter for staff and members.	Meet monthly publication deadlines.	Chief Executive Officer.
60. Obtain feedback from members and staff on attitudes and perceptions.	Work with HR to conduct annual staff and member survey.	Conduct survey by 31/10/07.	Support Services Team
	Publish results and action plan to address findings to staff and members	Publish results and action plan by 31/03/08.	
61. Develop AFREKID's website, including members extranet.	Work with IT experts to implement recommendations of review of navigation, design and content of website.	Implement by 31/03/08.	Support Services Team.
62. Improve engagement with key stakeholders.	Keep key stakeholders updated with AFREKID developments.	Send out information to key stakeholders at least every quarter.	Support Services Team.
63. Achieve compliance with the Freedom of Information Act.	Work and handle requests within Acceptable guidelines and deadlines.	Answer 95% of requests within 20 working days of receipt.	Support Services Team.
	Review and update corporate FOI Publication Scheme.	Review and publish updated Scheme by 28/02/08.	
64. Implement remote working for members via secure laptops.	Purchase laptops and train members.	By 30/11/07.	Chief Executive Officer.

Aim 3 - Relevance, Strategy, Communications and Change (continued)

3.15 (continued)

Objective	Action Plan	Outcome - performance indicators	Ownership
65. Continue to Improve existing working IT systems and make them more robust.	Liaise with current IT network provider to review viability of existing systems.	Review progress by 31/03/08.	Support Services Team
66. Develop African Renal Database and provide monthly reports.	Continue to work with the researchers to refine database.	Monthly reports to be produced.	Support Services. Team
67. AFREKID Trustee Board shared drive.	Hold discussions with current IT network provider to achieve satisfactory solution.	By 30/01/08.	Support Services Team
68. Maintain website and members area and update pages within 5 working days.	Continue to respond to requests for change.	Ongoing.	Support Services Team

Special thanks to:

Community Champions Fund



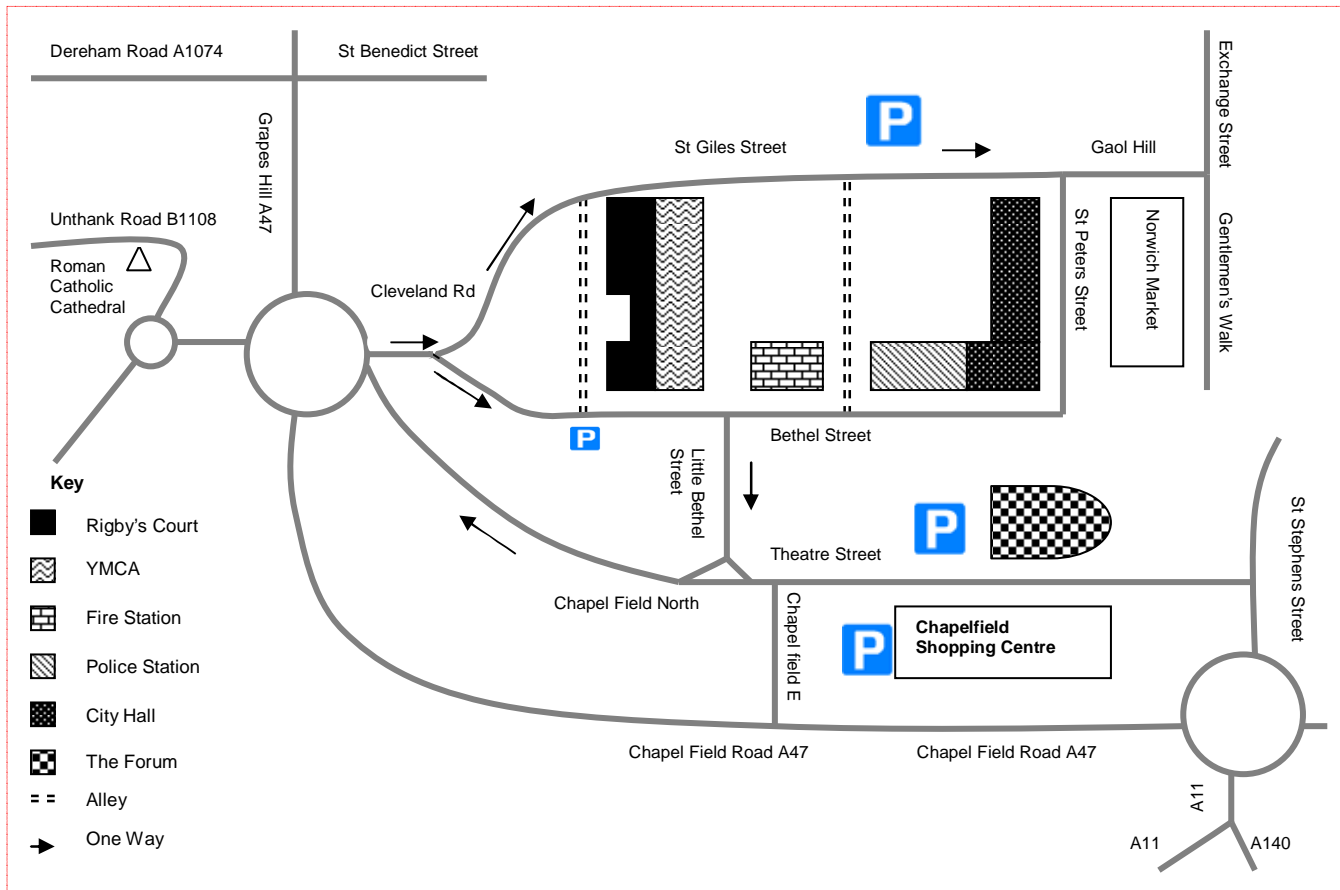
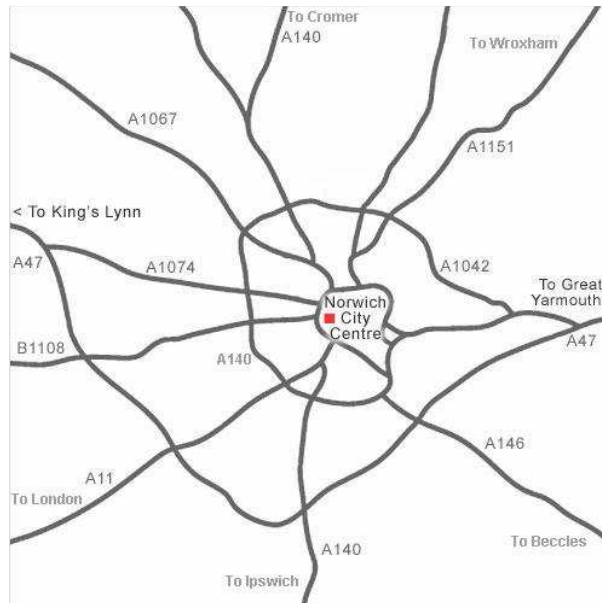
and COVER East of England



Prepared by:

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