

FISHCOR Annual Plan 2016/17

Strategic Objective	Objectives for 2016/17	Key Performance Indicator (KPIs) for 2016/17	Benchmark	Target Q1	Target Q2	Target Q3	Target Q4	Key Action Steps	Budget Operational (One year)	Responsible Unit
Production & Innovation	Develop new product	Number of new products	3	0	1	1	1	1, Make sample of new products 2, Introduction of products to clients 3, Review client response 4, Production	100,000	GM: Operations, Production, Quality and Sales Managers
	Enhance the quality of current products	Number of non-conformances	0	0	0	0	0	1, Ensure correct size grading 2, Ensure correct labelling 3, Maintain cold chain 4, Improve handling methods 5, Personnel training	200,000	
	Monitor production target vs actual/output	Daily production target achieved	100%	85%	95%	100%	100%	1, Hourly monitoring of production output 2, Timeous grading of products 3, Ensure timeous delivery of raw materials 4, Improve speed of processing 5, increase efficiency in floor management	400,000	
Infra	Acquire new fleet of vehicles	Number of fleet acquired	4		3		1	1, Management Vehicle 2, Courtesy Vehicle 3, Lobster Bakkie	2,500,000	
	Acquire a new vessel (MSR)	Number of Vessel acquired	1		1			Conclude contract and pay	29,000,000	
	Enhance infrastructure, Machinery & Fleet	Maintenance Schedule Target achieved	100%	80%	90%	100%	100%	1, Develop maintenance plan 2, Develop Fleet management system 3, adhere to proactive maintenance plan	1,000,000	
	Invest in a new Ice Plant	Construction of Ice Plant	1		1			1, Get consultant 2, Design the plant 2, Acquire quotes 3, Approval and construction	12,000,000	
	Upgrading of Factory Lighting to LED (Power Saving)	% of lights installed	100%		25%	50%	25%	Acquire and install new LED Lights	1,000,000	

Strategic Objective	Objectives for 2016/17	Key Performance Indicator (KPIs) for 2016/17	Benchmark	Target Q1	Target Q2	Target Q3	Target Q4	Key Action Steps	Budget Operational (One year)	Responsible Unit
Infrastructure, Machinery & Fle	Acquire Filleting Machine	Number of Filleting machines acquired	2	2				Purchase Filleting machines	1,400,000	GM: Operations, Fleet and Refrigeration Managers
	Acquire Trawl door	Number of Trawl doors acquired	2		2			Purchase Trawl doors	800,000	
	Acquire Industrial dryer and Washing Machine	Number of machinery acquired	2		2			Purchase Industrial Dryer and Washing Machine	550,000	
	Acquire forklift	Number of Forklifts acquired	2		2			Purchase Forklifts	450,000	
	Acquire Metal Detector	Number of Metal Detector	1		1			Purchae Metal Detector	308,000	
	Acquire a CCTV System	System acquired	1				1	Purchase a CCTV System	390,000	
	Installing a Rack System	Purchasing of the rack system	1	0	0	0	1	1, Buying and installing of rack system	5,299,005	
	Improve customer satifaction	% of satisfied customers	100%	100%	100%	100%	100%	1, Determine satisfaction level 2, After sales services 3, hassel-free relationship 4, Improved communication 5, Timely response to enquiries	100,000	
	Manage Performance	Number of perfomance reviewed	100%		100%	100%	100%	1. Attend team building events 2. Introduce PMS 3. Review and Implement grading systems	100,000	

Strategic Objective	Objectives for 2016/17	Key Performance Indicator (KPIs) for 2016/17	Benchmark	Target Q1	Target Q2	Target Q3	Target Q4	Key Action Steps	Budget Operational (One year)	Responsible Unit
Business Excellence	Develop Skills	% adherence to training plan	10%	20%	40%	75%	95%	Training needs analysis; Develop training strategy; Skills development Plan; Performance Development Programmes (PDPs)	492,000	GM: Operations, Company Secretary, Sales and HR Managers
	Improve brand image	Number of trade expos attendend	4	0	0	2	2	1, Participate in local nd international expos	500,000	
		% of CSR budget utilised	100%	25%	50%	75%	100%	1, Attend to CSR activities, request and initiatives	1,000,000	
	Improve Governance	Timeous information to the board (board packs)	4	1	1	1	1	1, Follow up on the executive reports 2, Preparation of the board pack	20,000	
	Strategy Launch	Launching achieved	1	1	0	0	0	1, Compile strategy report 2, Abbridge Reprt 3, Revive Website 4, Report to be summarized and translated in one local language 5, Distribute to employees	200,000	
	Compliance Management	% adherence to Laws	100%	60%	80%	90%	100%	1, Identify laws relevant to the group of companies 2, Training to management 3, conduct a survey	200,000	
		Number of Policies introduced	4	1	1	1	1	1. Identify lacking policies, 2. Create draft for review, 3. Approval, 4. Training	50,000	
% of existing Policies reviewed		100%	25%	50%	75%	100%	1. review current policies	-		
in Resource Development	Enhance Ownership	% of employees satisfaction	90%	60%	70%	80%	90%	1, Conduct a survey 2, Team Building exercise 3, Information sharing 4, Empower employees through skills development 5, Create a conducive environment for the	500,000	GM: Operations, HR Manager
	Skills training for all staff	Number of training conducted	12	3	3	3	3	1, identify training of relevance 2, Conduct training 3, Evaluate performance after training	2,000,000	

Strategic Objective	Objectives for 2016/17	Key Performance Indicator (KPIs) for 2016/17	Benchmark	Target Q1	Target Q2	Target Q3	Target Q4	Key Action Steps	Budget Operational (One year)	Responsible Unit
Human	Develop Health and Safety programme	Number of programmes introduced	10	2	2	3	3	1. Identify health and safety training programmes 2. Conduct training on health and Safety 3. Evaluate performance after training	100,000	
Investment and Finance	Improve Financial Management	% Variance to Budget Expense	15%	13%	13%	14%	15%	1. Send monthly departmental expense variance reports 2. Regular monitoring of costs	-	GM: Finance
	Improve cashflow position	Net positive cash in the bank	10mil	-15mil	-10mil	5mil	10mil	1. Negotiate favourable credit terms with suppliers and banks 2. collect cash from customer immediately after sales	-	
	Improve profit margins/ reduce cost	Reduced fixed/variable production cost by 10%	10%	2%	6%	8%	10%	1. Acquire a larger power generator 2. Acquire water purifier 3. Increase sales	-	
TOTAL									60,659,005	