



CBC

BUILDING & SERVICING AUSTRALIA WIDE

 **CBC FACILITIES MAINTENANCE**

CBC Facilities Maintenance Pty Ltd Strategic Asset Management Plan (SAMP) ISO55001:2014












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Revision history log

REV	DATE	DESCRIPTION
1	30/06/2019	Implementation of Strategic Asset Plan
2	05/08/2019	Changes after Stage 1 Audit
3	31/01/2020	Changes after Stage 2 Audit

Approval

REV	DATE	ORIGINATOR	SIGNATURE	REVIEWER	SIGNATURE	APPROVER	SIGNATURE
1	05/08/2019	Nicole McGregor		Josh Ryan		Adam Bristow	
2	05/08/2019	Nicole McGregor		Josh Ryan		Adam Bristow	
3	31/01/2020	Nicole McGregor		Josh Ryan		Adam Bristow	

Standards and Guidelines

AS/NZS ISO 55001:2014 Strategic Asset Plan requirements.

1 Terms and Definitions

Term	Definition
AS/NZS ISO55001	Strategic Asset Plans requirements Australian/New Zealand Standard
AMP	Asset Management Plan specific to a project
AWP	Annual Works Program
Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent of which audit criteria are fulfilled (AS/NZS ISO 9000:2016) Systematic, independent and documented process for obtaining evidence of conformity to a set of standards and evaluation to determine the extent of compliance.
Audit Evidence:	Documentation, Statements, and Records.
Checklist	Documented list of items to be inspected, checked or verified by signature.
Assets	A group of assets owned by a client, that are utilized by and support the day to day operations of our clients are defined within a Contract.
Client	The other party to the contract that is paying CBC for the work. Commonly nominated as Owner, Principal, Proprietor or Company, as defined in the contract.
Corrective Action	Action to eliminate and control the cause of identified non-conformance to the QMS.
Continual Improvement:	Consistent review of the quality system to identify opportunities for enhancement.
Contractor	Organisation engaged by CBC to carry out works as required.
Controlled Copy	An issue of a document or item which has its details of issue, revision and document type recorded or registered.
Documented Information:	All controlled documentation that is developed by CBC is required to have developed a plan and implemented process for: <ul style="list-style-type: none"> • Distribution, access, retrieval and use; • Storage and preservation, including the preservation of legibility (managing documented records of the company's work); • Change Control; • Retention and disposal in line with regulatory requirements (also a requirement of managing documented information in the form of records).
Level of Service	The assets required outcomes by CBC Clients.
Management Team:	This is made up of the critical decision makers for the organisation. Each member of the management team will concentrate on his or her own area of expertise to provide input. There may be more than one management team or, an individual may be a member of multiple management teams.
Non-conformity	Non-fulfilment of a requirement.

Term	Definition
Plan-Do-Check-Act:	A system to ensure all actions are planned and checked before action takes place. It ensures that the system is continually being improved.
Priority Response	A table which guides CBC and its Contractors to react in timeframe specified by the Client
Process	The implementation of tasks to convert inputs into the delivery of outputs.
Product and Services	Defined as the outputs that CBC delivers to meet the Clients' requirements. Product is a physical outcome of a process whilst service is the movement or doing actions to meet the Clients.' Requirements.
Quality	Degree to which a product complies with the specification requirements. No other definitions like 'fit of purpose' are applicable.
Quality Control	Quality Control (QC) is a tool of quality management which focuses on the detection of defects through inspection and product testing for conformity.
Quality Assurance	Quality Assurance (QA) is a systematic method of ensuring the quality of the product which is achieved through detailed planning, documentation of work methods, and implementation of methodical inspection and testing requirement.
Reactive Maintenance	Maintenance that includes repair of safety related defects and repair of other defects needing a short response time.
Routine Maintenance	Maintenance that can generally be planned and scheduled in advance.
Rehabilitation	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally, involves repairing the asset to deliver its original level of service.
Renewal	Works to replace existing assets or facilitated with assets or facilities of equivalent capacity or performance capability.
SAMP	Strategic Asset Management Plan
Supplier	Supplier engaged under a Purchase Order, or Contractor engaged under Contract.
Uncontrolled document:	These are documents that are produced for information only and are not formally reviewed, maintained, subject to change review, or approved prior to release. They do not have traceable distribution. They should be identified as "uncontrolled". <i>Note: A controlled document may be "uncontrolled" once printed but must be labelled as such.</i>

2 INTRODUCTION

An effective Strategic Asset Plan (SAMP) provides a comprehensive and structured approach to long-term planning of asset maintenance activities. This enables CBC Facilities Maintenance (CBC) to maximise value for our client's assets and achieve performance objectives. A SAMP should comprise of all aspects of asset maintenance, including personnel, data and software systems, resourcing, the physical delivery of asset management and the long-term provision of both routine and periodic maintenance of our client's assets.

The SAMP provides the framework of expectations developed and to ensure that asset management expectations and duties are understood and discharged, whilst facilitating continual improvement in asset management performance.

The SAMP enables CBC to address Strategic, Tactical and Operational concerns through:

- the planned allocation of resources,
- the identification and assignment of responsibilities; and
- the ongoing evaluation of practices, procedures and processes as part of the continual improvement and performance evaluation processes.

For asset management projects within CBC, a Contract/Project Specific Asset Management Plan (AMP) will be developed that meets the expectations of this SAMP.

This Strategic Asset Plan applies to CBC Contracts or Projects where the client has requested CBC to maintain the tendered assets.

The Strategic Asset Management Plan, and AMP are controlled documents relating to CBC Facilities Maintenance Pty Ltd operating from 25 Military Road, Port Kembla.

The services provided by CBC under the scope of the Strategic Asset Plan are:

- Facilities Maintenance –
 - Essential Services: - Fire, Electrical, Mechanical, Hydraulic, Vertical Transport, Kitchen Equipment Maintenance.
 - Building Maintenance: - Garden Maintenance, Cleaning Services, Refurbishments, Waste Management, Property Services.
 - Consulting Services: Strata Inspections, Asset Registers, Condition Inspections, Maintenance Scheduling, Compliance Certification, Project Management.

Where required a Project/ Contract Asset Management Plan (AMP) will be developed as per CBC Project Set Up Procedure CBC-PROC-097. For minor/smaller projects/ contracts CBC will utilise its Strategic Asset Management Plan as identified in CBC-PROC-097.

3 PURPOSE

In accordance with ISO 55001:2014 Asset Management – Management System Requirements, hereinafter referred to as the Standard, a SAMP is documented information that specifies the following:

- How organisational objectives are to be converted into Asset Management objectives,
- The approach for developing AMPs, and

The purpose of the SAMP is to develop an approach and methodology to facilitate the systematic management of the assets associated within the scope of our clients contract requirements to develop, maintain and implement Tactical and Operational level controls that enable CBC to meet objectives and targets for asset management.

3.1 Principles of Asset Management Practice

Key to CBC's operations are simple basic principles that help keep the objectives grounded to CBC service delivery. These simple principles help in planning and examination of performance of the business.

In order to derive value, there are five fundamental questions to be addressed:

- What is the current state of the Assets
- What are the Levels of Service and performance delivery that is aspired?
- What are the critical Asset groups which if fail will impact on service and performance?
- What are the optimal investment strategies to meet or exceed service targets?
- What forward investment is required to meet or exceed service targets?

3.2 Identification and Allocation of Costs and Benefits

Defining the boundaries of what constitutes the delivery of asset management, will require consideration by CBC for the identification and allocation of costs and benefits, for determining baseline costs and during the development and operation of the contract/project required Asset Management Plan. This is likely to include the tools and resources required, the activities undertaken and the parts of the organisation which are involved.

It is likely that costs and benefits will not be directly aligned within the various component's elements of the contract/project specific AMP, and the respective elements of the Standard, ie costs incurred in one area (eg Planning) may give rise to benefits in another (eg Operation).

4 CONTEXT OF THE BUSINESS

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
4 Context of the organisation	4.1 Understanding the organisation and its context	Activities require significant competent resource, ie. <ul style="list-style-type: none"> Establishment of organisational structure and governance to support AM Definition of scope of AM Development of AM policy, objectives and SAMP AM process & documentation development 	Clarity of organisational objectives
	4.2 Understanding the needs & expectations of stakeholders		Establishment of AM resource
	4.3 Determining the scope of the SAMP		Roles and purpose
	4.4 Strategic Asset Plan		

4.1 Understanding the Organisation and its Context

All external and internal issues that affect both the achievement of the organisational goals and the Strategic Asset Management Plan are to be identified. The Management Team of the company determines the management of the external and internal issues that have an impact on the products and/or service that we deliver to our Clients. The Context of the Organisation register is utilised to list the internal & external issues. The Management Team is to review the processes and the Asset Management Policy.

To understand the external issues, the Management Team will monitor and consider issues coming from:

- Legal and legislative requirements;
- Technology changes;
- Customer needs;
- Market competition; and
- Cultural, social and the economic environment on an international, country wide, regional or local level.

To understand the internal issues, the Management Team will monitor and consider issues coming from:

- The company's values;
- The company's culture and ways of operating;
- The company's intellectual property; and
- The ongoing performance of the company against plans, objectives and targets
- The competency of personnel

The company objectives & targets are listed in the objectives and targets register. The SAMP has been prepared in alignment with the Policy and objectives, as it is used as part of the annual review process. For each of CBC's Asset Management Contracts where required by the contract an AMP will be developed which will include the Asset Management Objectives for the contract.

4.2 Understanding the Needs and Expectations of Stakeholders

CBC has established a process of identifying the individuals or groups that are likely to affect or be affected by the SAMP. Stakeholders are assessed by their ability to influence the SAMP, along with the power they have within the SAMP.

The Context of the Organisation register provides corporate level guidance for determining CBC and stakeholder needs and expectations including financial and non-financial reporting requirements. CBC will continue to review our financial decision-making process to deliver optimised value for money. All non-financial reporting will be undertaken in CBC's CMMS system to ensure that client needs are being met.

Contractual requirements are the principle method for communicating, understanding and agreeing principle stakeholder (client) needs. The Facilities Manager is to maintain listings and needs analysis data for Strategic and Tactical level stakeholder for a project. Client needs are to be listed and maintained within the AMP and CBC's CMMS which will contribute to prediction and periodic programming of asset maintenance.

4.2.1 Strategic Level Decision Making

The details for strategic decision making vary, depending on the client's asset, asset type and contractual arrangement that CBC's involved with. There are two key principles followed in the decision-making process:

- Recognise the interconnected impacts of the decision making across Levels of Service provision. In particular annual works program (AWP) and maintenance regimes to emergency response using good data
- At levels of asset service delivery, move decision making as far along the scale of Emergency Response – Reactive – Routine as possible

CBC drives a focus on Zero Harm and delivery performance as the core of the business whilst recognising the importance of aligned behaviours and relationships. The element of thought leadership looks for continuous improvement that drives better customer outcomes.

The following decision-making criteria priority sets out the overall approach:

- Contract obligations and targets
- Data driven decision making
- Asset level principles
- Definition of level of service
- Treatment selection
- Condition inspection approach
- Routine Maintenance approach
- Historical Network information
- Financial and Non-Financial Reporting Requirements

Contractual Obligations and Targets

Legally binding commitments to the client form CBC's involvement in the management of assets and defines the following items.

This criterion is highly attended in:

- Asset performance monitoring principles based on CBC-PROC-254 Asset Condition and Performance Monitoring
- Contract specific performance monitoring defined in AMP's

Data Driven Decision Making

Evidential data driven decision making is central to asset management approach. This is based on the principle, "first fully understand the asset condition and asset needs (data), so that the best investment decision for the client can then be determined (analyse and optimise)", so that:

- Routine maintenance opportunities can be identified
- The right treatment is selected at the right time important during the determination of a Rehabilitation versus a Renewal
- Optimisation of service efficiency to reduce overall service cost

Data driven decision making is specifically considered in:

- Data collection and management based on CBC-PROC-253 Asset Data & Collection Procedure
- Information generation based on CBC-PROC-255 Asset Management Reporting System

Asset Level Principles

It is important to understand the guiding principles to the specific asset and relationship. This informs and guides later decisions and the modelling approach through CBC-PROC-256 Lifecycle and

Predictive Analysis Process. For example are decisions constrained by budget so asset condition is maximised for that budget, or is the driver to maintain a defined asset condition for the least cost. Asset level decision considering whole of life cycle analysis defined in CBC-PROC-256 Lifecycle and Predictive Analysis Process



Definition of the Level of Service

The definition of the Level of Service for the assets allows a more detailed view of how different elements of the assets can be handled, balancing the usage with condition and associated safety / usage risks. Understanding the detailed view of the service expectation for the asset allows a Level of Service refinement to be made for prioritisation of the AWP and maintenance intervention strategy.

This is reflected in undertaking strategic analysis as per CBC-PROC-256 Lifecycle and Predictive Analysis Process

Treatment selection

Annual Works Program have been developed to determine the treatment as it relates to the assigned classification risk. This incorporates both asset classification and the classification of performance risk to ensure maintenance treatments are selected.

Condition Inspection Approach

The approach is to identify defects early in their development. This asset condition information is used to drive reactive and routine maintenance with the application of lower cost treatments prior to needing more costly intervention.

This has been taken into account within:

- Asset Condition monitoring based on CBC-PROC-254 Asset Condition and Monitoring Procedure
- Inspection undertaken based on Annual Works Program

Routine Maintenance Approach

Identification of Routine Maintenance opportunities provides an opportunity for earlier intervention on the assets to provide longer life of the asset until the scheduling on the AWP. The early identification and monitoring of defect deterioration allow for decision making to be made on cost effective intervention.

We apply Routine Maintenance approach in:

- Data capture and management undertaken based on the projects Routine Maintenance Plan
- Proactive approach defined in Asset Management Plan

Historical Network Information

The history of emergency responses, defects, repairs, community enquiries and annual treatments provide sources of invaluable information to plan routine maintenance and support tactical and strategic decision making.

It is evident through:

- Data collation based on CBC-PROC-253 Asset Data & Collection Procedure
- Utilising historical data of decision making as per CBC-PROC-256 Lifecycle and Predictive Analysis Process

4.3 Determining the Scope of the Strategic Asset Plan

General

The scope of the SAMP covers assets maintained by CBC on behalf of our clients.

As a provider of services to clients who own assets, CBC delivers a wide range of solutions based on varying Contract models and defined Levels of Service. The scope of the works is limited to the assets included in the Contract. CBC manages assets on a whole-of-life basis to maximise the return on investment for our clients.

SAMP Tactical Requirements

The SAMP defines the scope of each project is to be reflected within the Project AMPs, in doing so the Operational level scope is fully defined.

SAMP Operational Requirements

The SAMP requires the determination of the boundaries and applicability of CBC Contracts

The scope of the Strategic Asset Management Plan includes:

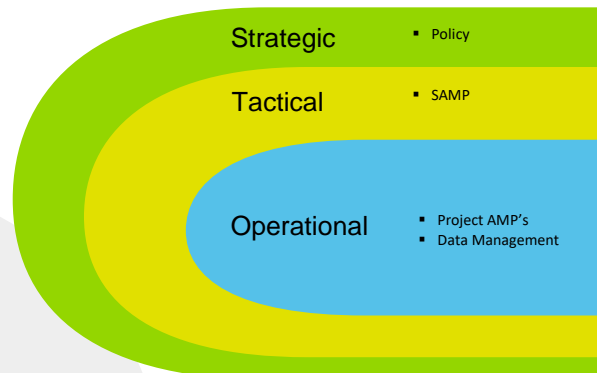
- 1 The assets or asset portfolios managed by CBC and their interrelationships, and the level of granularity (Length of Sections) at which they are managed.
- 2 Asset portfolio of projects falling under the scope of the SAMP is defined in Contract/Project Specific Asset Management Plan and CBC's CMMS.
- 3 The business processes and asset management activities that fall within the scope of the Strategic Asset Management Plan, or that interface with it (for example Quality Management systems, Work Health & Safety Management Systems, Environmental Management Systems and Business Continuity Plan, financial processes, procurement and contract management processes will have an interrelationship with it).
- 4 Internal infrastructure assets utilised to provide service delivery.

Asset Class	Service Description	Asset Types Included
Building	Provides a space in which all contracts can be managed in a safe manner and effective manner	Offices
Management Systems	Financial and non-financial reporting, HR Management, Work Order Management, Contractor Management	Epayroll, CBC CMMS, JIWA
Plant	Purchase and maintain plant, to meet business requirements and enable works capacity	EWP, Forklift, building plant i.e.: - (AC)
Fleet	Purchase and maintain vehicles and trucks to meet business requirements and enable works capacity	CBC Vehicles, Trucks
Equipment	Purchase and maintain equipment to meet business requirements and enable works capacity	IT equipment, Office equipment

- 5 Outsourcing is a common method for CBC when it prefers the activities to be performed by an external or internal service provider. When these activities influence the achievement of the SAMP objectives, these are to be part of the AMP's, and are to be documented.

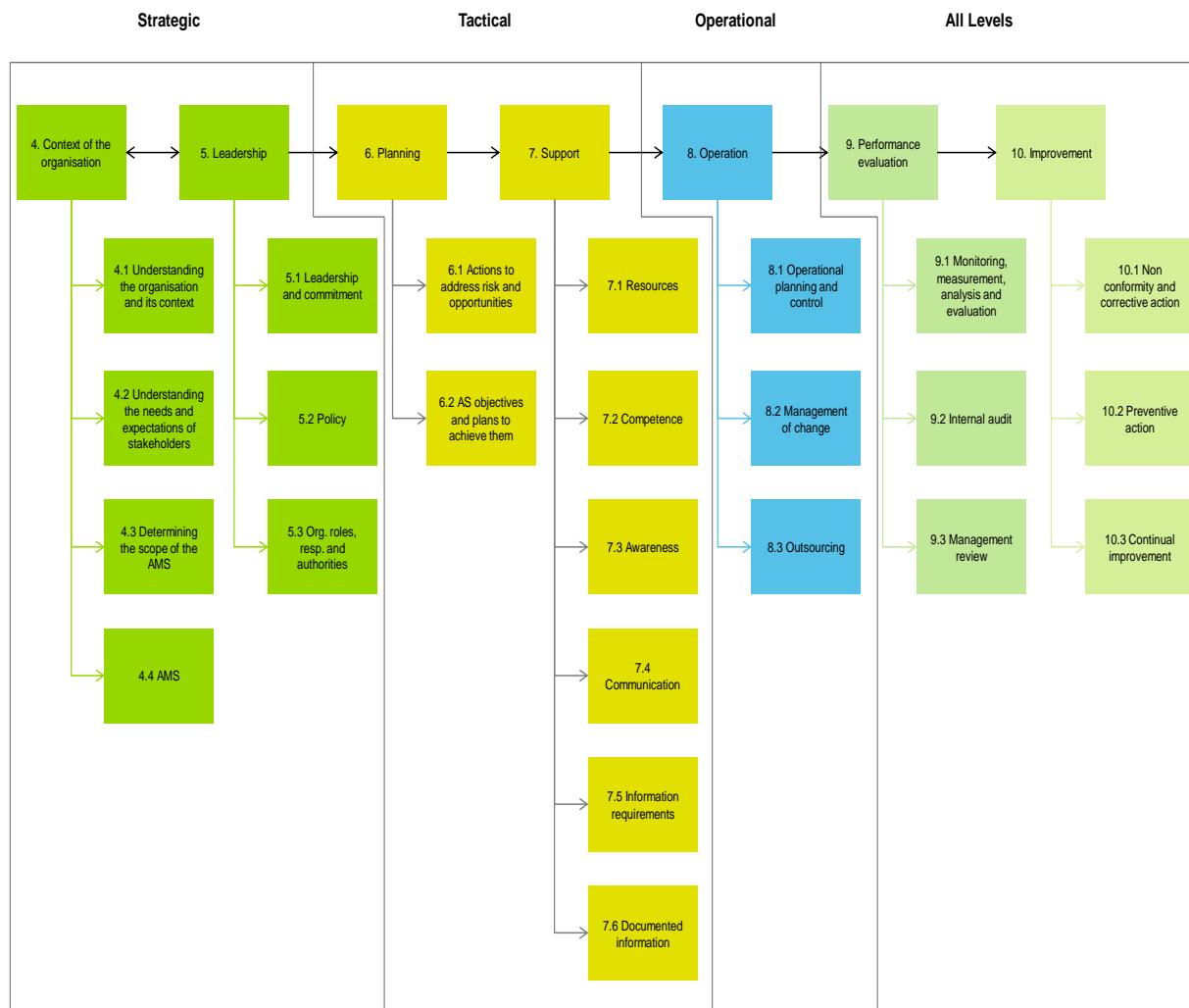
4.4 Strategic Asset Plan

The SAMP is a three Level system that comprises of
 Strategic Level documentation – Policy
 Tactical Level documentation – SAMP
 Operational Level documentation – Project AMP's
 and work instructions



4.4.1 Alignment with ISO55001:2014

The SAMP and the business hierarchy within the CBC's business is aligned and compatible with ISO55001:2014, Asset Management – Management System Requirements. The below figure illustrates the alignment of the SAMP Levels against the element of the Standard.



4.4.2 Structure of the SAMP

The SAMP is divided into sections that align with the Standard from Section 5 onwards there are three headings as follows:

- **General** – provides an understanding of the Strategic Level overview and expectations
- **Tactical** – contains systematic expectations for the SAMP, the Tactical Level asset management expectations for operations
- **Operational** – describes considerations to successfully implement the systematic and asset management expectations at the Operational Level and meet the expectations of our clients

4.4.3 SAMP Documentation

The principle means of systematic and operational control within the SAMP is through the development and implementation of guidelines, procedures, management plans and work instructions. These documents contain information and instruction for employees regarding tasks and duties.

The QMS, Contract requirements and the Standard requirements provide inputs to the SAMP Documentation which include:

- SAMP
- Project AMP

The relevant QMS procedures that have been developed or used in support of this SAMP's can be found in CBC's Business System.

These procedures are noted within this SAMP and are to referred to meet the SAMP requirements.

5 LEADERSHIP

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
5 Leadership	5.1 Leadership & commitment	Specific AM related costs	<p>Strong committed management support for AM development and implementation is essential for success.</p> <ul style="list-style-type: none"> - Provides awareness at senior level - Ensures a stable organisation with clarity of roles
	5.2 Policy		
	5.3 Organisational roles, responsibilities & authorities		

5.1 Leadership and Commitment

General

The Policy and this SAMP provides leadership, direction and guidance for CBC's Facilities Maintenance business.

SAMP Tactical Requirements

The SAMP specifically encourages leadership at all levels and from employees associated with the business.

SAMP Operational Requirements

Projects are to follow the requirements of the and expectations of the SAMP. The principle documents for the operational level are the Project AMPs including associated management plans, which define leadership approach to meet client requirements.

5.2 Asset Management Policy

General

The SAMP is governed by the Policy and is authorised by the Director and is to be regarded as set of fundamental principles, requirement and commitment to asset management.

The Group Facilities Manager is to recommend to the WHSEQ Manager any additions or revisions to the Policy.

AM Policy is available for all stakeholders upon request.

SAMP Tactical Requirements

As a requirement of the SAMP, the Group Facilities Manager is to review the Policy to ensure it ongoing suitability to provide direction and guidance to the business and that it:

- 1 Is available to stakeholders upon request
- 2 Employees are to be familiar with the Policy
- 3 Is consistent with the defined scope of the SAMP and the Standard
- 4 Is appropriate to the nature and scale of the asset management business and services provided.

Annual Management Review requires the review and update of the Policy where necessary, and any actions where necessary to update the policy are also triggered and documented.

SAMP Operational Requirements

Employees are required to be aware of and understand the commitments made in the Policy and are expected to know where to find the Policy within CBC's Business System for internal staff. All external staff i.e. - site employees are given the policy as part of CBC's induction process.

5.3 Roles, Responsibilities and Authorities

General

The roles, responsibilities and authorities associated with the effectiveness of the SAMP aligned to the Levels (Strategic, Tactical and Operational). Within the Levels there are assigned responsibilities to positions for the effective governance, implementation, organisation and delivery for the Level. The Level of awareness of the SAMP for positions reflects the Level of involvement and engagement with the SAMP.



SAMP Tactical Requirements

The Group Facilities Manager is responsible for the ongoing maintenance of the SAMP and AMP's. CBC's SAMP Organisational Chart represents the business structure and defines the roles and responsibilities within the SAMP.

Awareness of the SAMP is linked to roles and responsibilities. As a minimum expectation all management are familiar with this SAMP, thereafter there is an expectation of employees to understand the SAMP commensurate to their role within the SAMP. The SAMP and Project AMP's define roles and responsibilities from Strategic to Operational Levels.

SAMP Operational Requirements

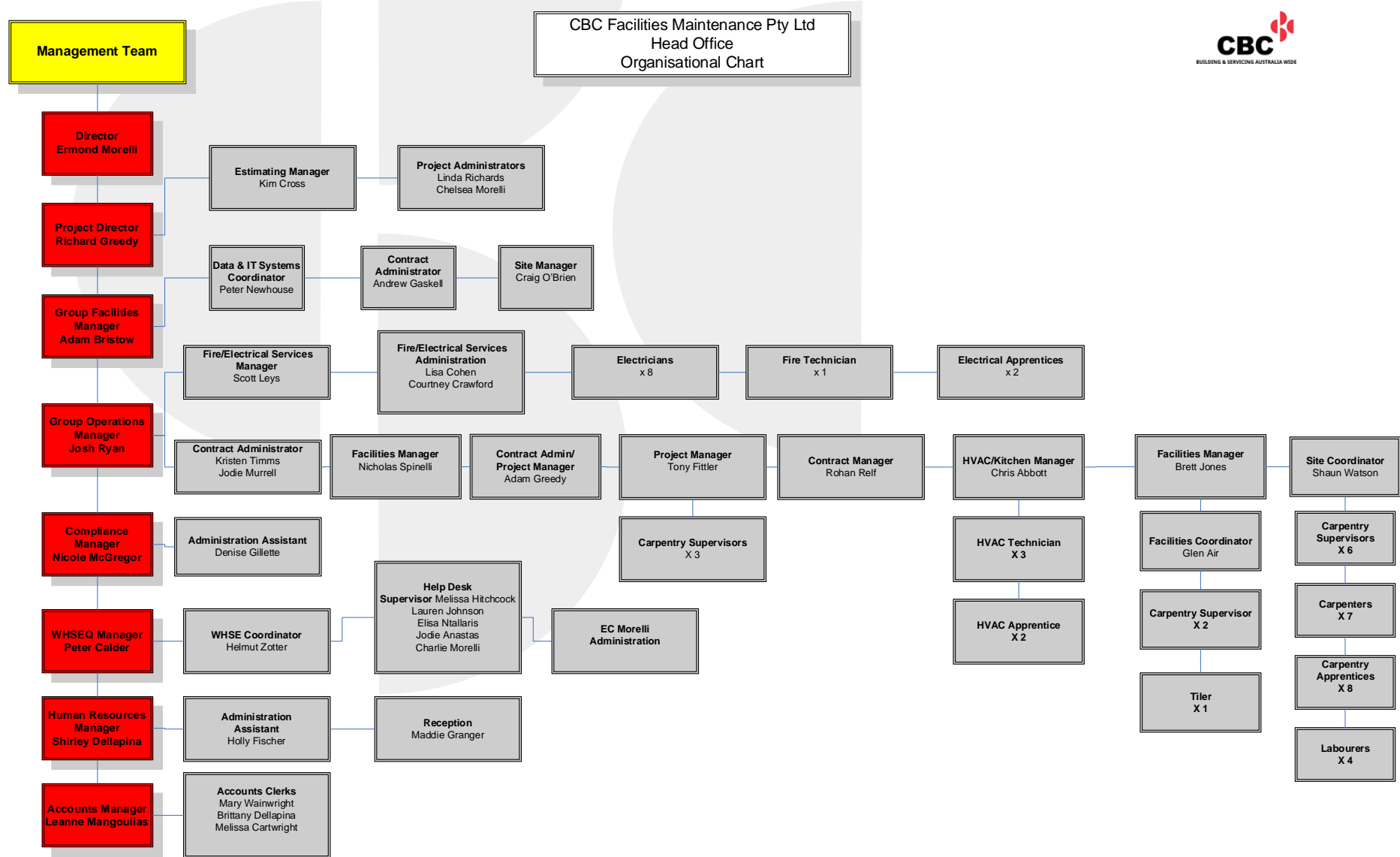
The Group Operations Manager is to consider the suitability of an individual for any current or future roles by:

- Assessing the individual's experience and competence
- Providing support for the role through training and mentoring;
- Considering other workload requirements and their variability, which could impact the individual's ability to deliver on asset management related objectives;
- the ability to demonstrate an understanding of what the responsibilities mean in the context of their role.

For contractors and external service providers, their responsibilities and the competence required are to be documented in the scope or elsewhere in Contract documents.

CBC-PROC-021 Change Management is to be used where changes in roles and are being considered. Human Resources are to be briefed on any skills or competency that is required in order to facilitate recruitment efforts for any role (new or replacement).





Roles and Responsibilities

Role	Responsibility	Authority
Director	<ul style="list-style-type: none"> ■ Management of CBC's Business ■ Define business vision goal and objectives including related to Asset Management 	<ul style="list-style-type: none"> ■ Financial Delegate Authority ■ Approval of the Asset Management Policy ■ Approval of Organisational Objectives
Project Director	<ul style="list-style-type: none"> ■ Management of CBC's Business ■ Provide adequate resourcing for the establishment of the SAMP ■ Provide the vision and resourcing for the implementation of the SAMP ■ Input the Awareness Vision and marketing of the SAMP ■ Top Management Review of the SAMP 	<ul style="list-style-type: none"> ■ Financial Delegate Authority ■ Define Roles, responsibilities and authorities within CBC ■ Approval of SAMP Objectives (as part of Management Review)
Group Facilities Manager	<ul style="list-style-type: none"> ■ Provide direction and support on the development of the SAMP ■ Development of Strategic Objectives and targets ■ Review of SAMP Objectives ■ Top Management Review of the SAMP ■ Ensure the implementation of the SAMP Training Matrix for Strategic and Tactical employees ■ Ensure the suitability, adequacy and effectiveness of the SAMP ■ Reporting on the performance of Asset Management 	<ul style="list-style-type: none"> ■ Provide internal and external marketing of the SAMP ■ Define Roles, responsibilities and authorities within Business System and Asset Management Services business unit ■ Approval of Strategic Risk Register ■ Approval of SAMP Tactical documentation and AMPs, with the exception of the Policy
Group Operations Manager	<ul style="list-style-type: none"> ■ Provide support for the implementation of the delivery of SAMP and AMP's ■ Establishing and updating Tactical documentation SAMP's and AMP's ■ Ensure the suitability, adequacy and effectiveness of SAMP and AMP's 	<ul style="list-style-type: none"> ■ Allocate human resources to manage projects ■ Approval of Strategic Risk Register (projects)
WHSEQ Manager	<ul style="list-style-type: none"> ■ Oversee the establishment and maintenance of the SAMP Strategic and Tactical document. 	<ul style="list-style-type: none"> ■ Close out/ escalate nonconformity in relation to SAMP and AMP's

	<ul style="list-style-type: none"> ■ Facilitate and provide inputs including reporting on the performance of the SAMP and AM's to top management ■ Review, verify, assign, report, follow up nonconformities in relation to SAMP and AMP's ■ Ensure compliance with international standard ■ Controlling and monitoring of Strategic Risk Register ■ Establishing & Updating the SAMP and AMP as required 	<ul style="list-style-type: none"> ■ Release the SAMP and AMP Documentation to be inspected by third party ■ Internal Audit of the SAMP and AMP's
Contract Administrator	<ul style="list-style-type: none"> ■ Develop and maintain information systems for strategic planning. ■ Analysing and long-term forecasting of asset performance and development of optimal work program and Risk Management ■ Establishment and maintenance of tactical AMP documents for strategic asset management planning 	<ul style="list-style-type: none"> ■ Update CBC application related to lifecycle modelling
Facilities Manager/Project Managers	<ul style="list-style-type: none"> ■ Provide inputs into the Top Management Review of the SAMP and AMP's ■ Ensure the development of AMP's ■ Implement the SAMP on the Project ■ Ensure the implementation of the SAMP and AMP's Training Matrix for Project employees ■ Development and updating of AMP's ■ reporting on the performance of the asset management to Top Management ■ Maintaining AMP's risk register 	<ul style="list-style-type: none"> ■ Approval of AMP's ■ Determine Resource and competencies needed for implementation of SAMP and delivery of the Project ■ Communications and meetings with the regulators, the general public and other stakeholders ■ Evaluation and approve subcontractors
Facilities Coordinator	<ul style="list-style-type: none"> ■ Ensure training and induction into the SAMP and AMP's ■ Programming maintenance works ■ Supervising works for maintenance or the annual works program ■ Quality assurance for maintenance works 	<ul style="list-style-type: none"> ■ Internal audit within project procedures ■ Close out/escalation of project nonconformities ■ Scheduling of Maintenance Program
Employees	<ul style="list-style-type: none"> ■ Execution of works to complete maintenance tasks and the annual works program 	<ul style="list-style-type: none"> ■ Undertake minor maintenance activities

6 PLANNING

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
6 Planning	6.1 Actions to address risks and opportunities for the SAMP	Significant requirement for competent resource for planning activities. Comprehensive, good quality data is required to support effective planning.	Principal benefits realised in terms of efficient operation and delivery Clarity in terms of key risks & opportunities: improved risk management and potential opportunity realisation
	6.2.1 AM Objectives		
	6.2.2 Planning to achieve AM objectives		

6.1 Actions to address Risk and Opportunities for the SAMP

General

The Context of the Organisation register is used to identify the risks to and from operations, services and activities that potentially have an impact upon asset management, assets and the SAMP. The risks assessed are to be included, within the Context of the Organisation register.

The Strategic Risks are reviewed annually particularly before annual management review cycles, and when any changes are planned for operational processes, materials, legislation changes, or in response to change management triggers etc. The results of the reviews are used to identify the areas of operation in which objectives and targets for improvement are most appropriate and to determine where environmental control procedures are required.

The risk register for the Project within the scope of the SAMP are maintained by Facilities Managers, supported by the Group Facilities Manager. It is reviewed as required.

SAMP Tactical Requirements

CBC-GU-004 Risk and Opportunity Management Framework are to be followed to determine the risks and opportunities that need to be addressed to:

- give assurance that the SAMP can achieve its intended objectives;
- prevent or reduce undesired effects;
- Achieve continual improvement.

SAMP Operational Requirements

Project risks are identified prior to commencement using the risk assessment form. These risks are assessed and managed specifically for each project and maintained within Project Risk Register.

Project Risks are monitored and reviewed by Facilities manager. It is conducted in order to:

- Identify actions to address project risks and opportunities, taking into account how these risks and opportunities can change with time;
- Integrate and implement the actions into AM procedures
- Evaluate the effectiveness of the actions.
- Ensure changes to the risks over the time are identified

Asset individual risks are managed through Lifecycle Analysis processes within our AMPs. Site conditions are collected on a regular basis and entered into CBC's CMMS which will contribute to prediction and periodic programming of asset maintenance.

6.2 AM OBJECTIVES AND TARGETS PLANNING

6.2.1 AM Objectives

General

The Policy and objectives in the business are triggered by the desire to support Clients in achieving their defined outcomes efficiently whilst maximising the revenue and relationship potentials for CBC. Clients are likely to have a top-down set of policy objectives driven by stakeholders and the general public that is to be included in objective mapping.

The Objectives and Targets Register has a series of objectives for the management of assets. CBC has implemented procedures that enable monitoring and evaluation of progress towards achieving these objectives.

In considering the need for new or refining current objectives (or determining when objectives have been met) considering the requirements of relevant stakeholders, financial, technical, legal, regulatory and Strategic requirements in Asset management planning procedures.

The procedures implemented within the SAMP are considered for the monitoring, measuring, analysing and evaluating needed to drive and support, development, decision making processes and improvement actions.

SAMP Tactical Requirements

The Context of the Organisation register is used to develop meaningful and progressive objectives for the business. The drilling down through the business of Strategic Level objectives enables programming and the development of key monitoring and measurement objectives. The Management Team is involved in the development of objectives for the business. The process relies on both a top down and bottom up feedback to develop and deliver on the objectives. In developing objectives our main purposes of the SAMP is considered and include but are not limited to:

- Management of the integrity of the assets by application of a cost-effective long-term maintenance strategy supported by an asset condition and performance prediction model
- Development and implementation of a management system sufficient to demonstrate that the Assets are being managed within the defined performance criteria.
- Identification, programming, prioritisation and delivery of works to achieve the specified performance criteria.
- Maintaining, rehabilitation and renewal of the Assets
- Management of risks (real or potential) across the lifecycle of the Assets, including the potential impacts from critical failure;
- the criticality of assets to successful outcomes or Level of Service requirements;
- Quality level of service;
- Meeting contractual requirements

SAMP Operational Requirements

CBC has recognised the key challenges ahead as:

- Improving asset life cycle
- Moving towards sustainability
- Understanding our Clients better

The objectives of the SAMP are to assist the client in meeting these challenges through the management and maintenance of the Assets to assure it is sustained for future generations. This is proposed to be achieved by applying timely maintenance, rehabilitation and renewal investments to sustain the value of the Assets as a whole and the condition to the prescribed level.

In addition to the routine maintenance and safe and efficient operation of the Assets, the project AMP's includes the planning and execution of works for the rehabilitation and renewal of the Assets.

The objectives at the Operational Level need to be consistent with the expectations of the Policy and are to be:

- consistent and aligned with the organisational objectives;
- consistent with the Policy;
- established and updated using asset management decision-making criteria
- established and updated as part of SAMP expectations;
- measurable (if practicable);
- taken into account applicable requirements;
- monitored;
- communicated to relevant stakeholders;
- reviewed and updated as required.

The Facilities Manager is to document and retain information on the asset management objectives relevant to the respective project.

6.2.2 Planning to Achieve Asset Management Objectives

General

The delivery of the SAMP objectives is achieved through Project AMP's and enable integrated rationalised planning for achieving the objectives with other planning activities, including financial, human resources and other support functions.

The Project AMP's are aligned through the SAMP, the Policy.

The list of documents that support SAMP's and AMP's development are available in CBC's Business System

AMPs describe the strategies to perform the following key functions:

- The asset management planning process and cycles,
- Performance modelling and condition prediction,
- Forward and Annual Works Program development processes,
- Performance Measures assessment,
- Asset condition data management, and
- Quality control processes for asset management planning.

A key element of the asset management planning process is Internal Audits. The Internal Audit approach enables monitoring, evaluation and refinement of the Project AMPs, as well as the SAMP.

SAMP Tactical Requirements

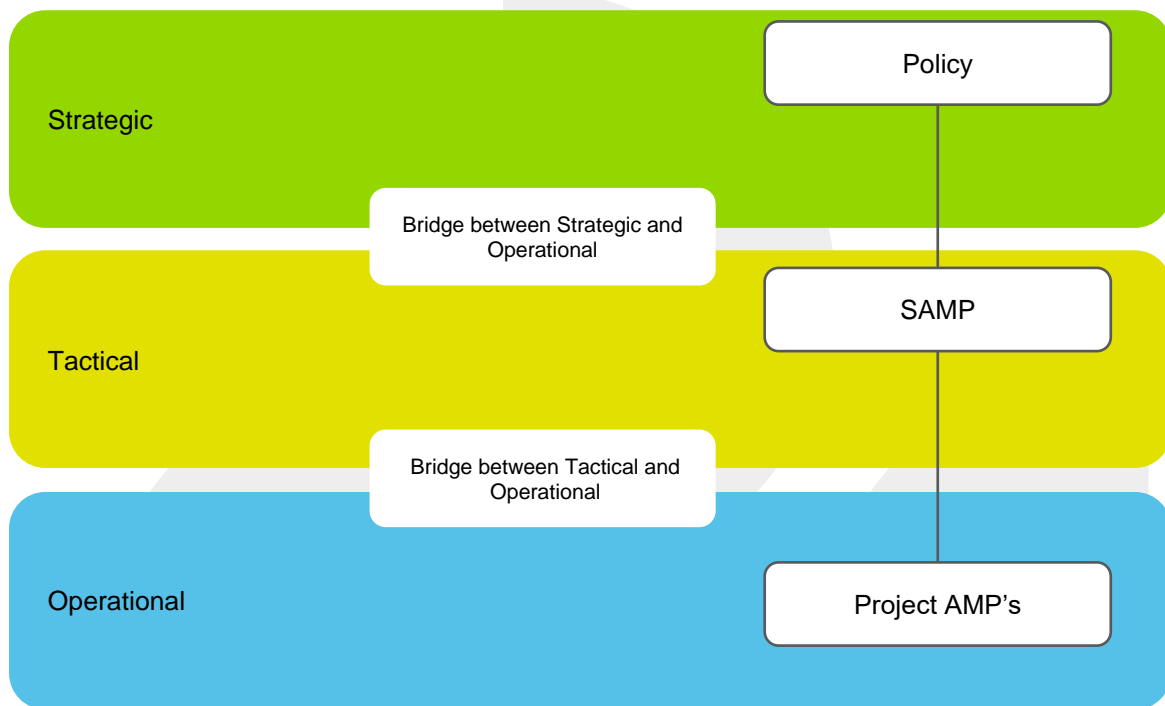
The Client Contract requirements is to be followed to develop the Project AMP's and its associated management plans. The SECURED framework:

- Forms the basis for decision making and prioritising of the activities and resources to achieve asset management objectives to be delivered in the Project AMP;
- Specifies the processes and methods to be employed in managing its assets over their life cycles;
- Determines and describes what is to be done;
- Specifies what resources are required;
- Identifies who is responsible;
- Establishes when it's completed;
- Establishes how the results are evaluated;
- Identifies the lifespan for the Project AMP(s);

- Details the financial and non-financial implications for the Project AMP;
- Understand and management of risks and opportunities associated with managing the assets, taking into account how these risks and opportunities can change with time.

SAMP Operational Requirements

Project AMP's are required for projects that falls within the Scope defined in the SAMP. The Project AMP is to be used as the principle integral approach for asset management at the project. Using the SECURED process enables the Project AMP to be representative and reflective of site conditions and circumstances.



The Facilities Manager on annual basis reviews Project AMPs with the intention of reviewing for alignment with the AM Policy, and the SAMP. This is followed by internal audit which will be reported to the management review meeting for their appraisal.

7 SUPPORT

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
7 Support	7.1 Resources	Provision of resource: <ul style="list-style-type: none"> - Numbers - Skills competence - non-human resources (tools) 	Improved recruitment requirements, training and knowledge relations
			Efficient operation and delivery
	7.2 Competence	Identification/development/delivery of training	Efficient operation and delivery
			Continuous improvement
	7.3 Awareness	Development of communication strategy Continued routine implementation of communication to all stakeholders	Increased buy-in and commitment within both organisation and supply chain
	7.4 Communication		Efficient operation and delivery
			Continuous improvement
	7.5 Information requirements	<ul style="list-style-type: none"> - Data collection - Data management - Data Quality Assurance 	Asset knowledge
			Robust investment decision making and prioritisation
Efficient operation and delivery			
7.6.1 Documented information general	Potentially expensive to develop implement and maintain procedures and documentation to standard required for 3rd party certification. <ul style="list-style-type: none"> - Version control and configuration management 	Efficient operation and delivery	
7.6.2 Creating and updating documented information		Right first time – avoidance of re-work	
7.6.3 Control of documented information		Clear cross team relations	

7.1 Resources

General

The Management Team is committed to the Policy and SAMP and provides sufficient resourcing to achieve the SAMP objectives to meet expectations of Clients and the legislation that governs activities.

SAMP Tactical Requirements

The Group Facilities Manager is responsible for the overall maintenance of the SAMP. During the annual Management Review Meeting resourcing needs for the establishment, implementation, maintenance and continual improvement are discussed, reviewed, refined where required and decisions made.

CBC is committed to providing the resources required for meeting the objectives and for implementing the activities specified in the SAMP and AMP's.

SAMP Operational Requirements

The Group Facilities Manager working with the Facilities Managers discusses and evaluates the resource needs for the SAMP and the operations of the Project. Outsourcing solutions are to be engaged in accordance with QMS Procedures.

The resources required are in part predetermined via contractual requirements and the subsequent level of services and delivery programs to be provided within Project AMP.

Resource requirements are discussed as part of the Annual Management Review to identify and determine options for resourcing the activities and can require prioritisation and program planning. The process is to consider:

- internal and external resources,
- human resources,
- Procurement and outsourcing options (e.g. lease, hire, purchase or otherwise acquire).
- Tools, plant, facilities or equipment that is required for the delivery and control of asset management.

7.2 Competence

General

The highly technical and specialised nature of the business requires employees working at CBC to be trained and competent to conduct the tasks and duties associated with respective roles. CBC places great emphasis on training and developing employees to facilitate the right competencies are in place to enable effective operations.

SAMP Tactical Requirements

CBC has developed procedures and management approaches that enable the business to:

- determine the necessary competence of employees and contractors who can affect SAMP performance;
- ensure employees are competent on the basis of education, training, or experience;
- take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;
- retain required documented information as evidence of competence;
- Periodically review current and future competency needs and requirements.

CBC believes companies with a skilled and flexible workforce enjoy a significant competitive advantage and is committed to the training and development of employees. Training and up-skilling provides additional benefits to employees by increasing their variety of work, job satisfaction and enhances career prospects. CBC proactively identifies opportunities for:

- Training on an individual basis (on-line, face to face)
- Group training (i.e. team building for employees)

- Pre-employment training (i.e. to assist in addressing AM skill shortages)
- Skill training including trade and non-trade

SAMP Operational Requirements

The Group Facilities Manager work with Human Resources to develop technical, managerial and AM competencies and grow the experience base within the business where possible and practicable. Employees having a role within AM are required to have competencies which are determined for roles. Detail of required skills per role is in CBC's CMMS. These skills include but not limited to:

- Asset Management Strategic Awareness
- Asset Management Tactical Awareness
- Asset Management Operational Awareness
- Asset Lifecycle Management - Optimising Operational Readiness
- Optimised Decision Making
- Asset Management course (professional)
- Conflict Resolution
- Microsoft Excel

Project training needs are identified from an understanding and evaluation of

- Risks commensurate to roles
- Job description competency requirement
- Business needs
- Contractual requirements

Compliance training is provided to employees to meet legislative requirements. CBC employees are strongly encouraged to build their skills and CBC supports these employees to obtain qualifications to undertake long-term careers in the Facilities Maintenance industry. The competency framework encourages and provides clear pathways for employees to broaden their capability and take on supervisory and management roles in the company.

Part of ensuring employees are trained, they are to receive the CBC employee induction prior to starting work.

7.3 Awareness

General

Awareness of the Policy, SAMP and an understanding for employees of how they fit in is important to the SAMP functioning. Having an understanding for the level of overall awareness of the SAMP creates efficiencies in the allocation of resources, training, and expenditure. The expectations of the SAMP rely upon established Human Resources systems to ensure effective training, competency and awareness for all employees, commensurate to role and risks associated with the role.

Awareness Level	Definition
Level 1 - Operational	Employees are required to understand the Policy, the SAMP and their role and responsibilities within SAMP Employees responsible for contract administration, management of the Project AMPs and reporting on AM performance at the Operational Level
Level 2 - Tactical	Responsible for the tactical direction, governance, maintenance implementation and performance of the SAMP. The Group Facilities Manager is the key point of contact for AM, supported by The Group Operations Manager
Level 3 - Strategic	Responsible for guiding the business direction, governance, ownership and development of corporate objectives for the SAMP.
Level 4	Knowledge of the SAMP only. No responsibilities directly to the AM other than passing information back i.e. work statements.

SAMP Tactical Requirements

Employees and contractors that can have an impact on the achievement of the AM objectives are to be aware of:

- the Policy;
- their contribution to the effectiveness of the SAMP, including the benefits of improved asset management performance;
- their work activities, the associated risks and opportunities and how they relate to each other;
- the implications of not conforming to the SAMP requirements.

Measures to gauge and raise awareness are developed and implemented, and can take the form of:

- Tool box talks
- Work instructions
- Guidelines
- On line training
- Awareness training

SAMP Operational Requirements

Employees as a minimum are expected to:

- Be fully aware of the requirements of the Policy and SAMP.
- Be fully aware of the requirements of permits and authorisations of project operations.
- Understand the criticality and risks associated with their role and an understanding the potential impacts on operations in the absence of their role.

7.4 Communication

General

CBC recognises the importance of effective communications (both internal and external) towards achieving the AM objectives.

In achieving effective communication, the need for distinct internal and external communications procedural control for Asset management and the SAMP has been identified. Effective communication comprises clarity around:

- what is communicated;
- when to communicate;
- with whom it is communicated;
- what is the most effective means to communicate?

The Management Team and leaders at all levels are responsible for communicating the importance of the SAMP and its objectives to employees, customers, suppliers, contractors and other stakeholders. Communication is to be two-way, with the Management Team being open to receiving information aimed at improving the SAMP from all levels.

Communication channels for contract stakeholders are listed in AMP for the project.

SAMP Tactical Requirements

Communications are classified as either internal or external and can either be prepared or received. Communications can also be informal or formal.

The Facilities Manager is to be consulted upon receipt of external communications.

Full details of the obligations, methods used for communication, recording, tracking and the responsibilities are specified in the SAMP. Contractual Performance Criteria are stated in the Contract.

A Complaints investigation is conducted when any received complaint or objection regarding the performance of the Assets or SAMP to be objectively investigated and rectified. This process is to be followed in the event of a complaint.

SAMP Operational Requirements

The Management Team are required to follow the SAMP and AMP Plans.

Part of the regular project toolbox meetings includes Asset performance and management issues affecting operations and delivery, proposals for improvements, and the status of the SAMP is discussed. The meetings are to be minuted and kept on file.

Employees with responsibilities within the SAMP receive or are directed to a copy of parts of the SAMP to ensure that they are aware of their responsibilities.

Project meetings provide platforms to communicate asset management information where required and the findings of these meetings are communicated to the Management Team.

Communications and meetings with the regulators, the general public and other stakeholders are dealt with by the Group Facilities Manager in consultation where necessary.

The following table outlines the communication requirements, but not limited to:

What	When	By Who	Audience	How
AM Policy	Jan 20	WHSEQ Manager	All Stakeholders	CBC Website www.cbccgroup.com.au
SAMP	Jan 20	WHSEQ Manager	CBC Management Team	Email Link
AMP	Jan 20	Group Operations Manager	CBC Management Team	Email Link

Summary of Work Orders Raised and Completed	Monthly	Facilities Manager	Operations Manager and Client on request	Email/ Project Folder/Records
Total Work Orders Raised	Monthly	Facilities Manager	Operations Manager and Client on request	Email/ Project Folder Records
Works Breakdown via trade	Monthly	Facilities Manager	Operations Manager and Client on request	Email/ Project Folder Records
Financial Reporting	3 Monthly	Project Director	Director/Project Director	JIWA
Site Audits	Monthly	WHSEQ Manager	Operations Manager	Via CMMS Report

7.5 Information Requirements

General

CBC places great emphasis on the identification and management of data within the SAMP. Different data, information and even terminology types have disparate sources and management needs. The SAMP is supported by systems within the CBC Business System and CBC CMMS.

CBC has developed a systematic approach to identify the necessary asset information and establish the information repositories. The Contracts for the Assets managed contain key performance indicators that specify standards and thresholds within which to operate, therefore the need to manage information is critical to demonstrating success. In new projects there is a need to:

- undertake a needs analysis,
- establish priorities,
- review system development options and data collection strategies,
- create information and data collection repositories,
- implement as required.

SAMP Tactical Requirements

CBC CMMS

CMMS is a management information system for the recording of information relating to maintenance services, including Asset inventory change, inspections, defect tracking, work prioritisation and ordering and work execution.

CMMS is tailored to the specific requirements of the Contract/Project and provides the primary source of all information relating to the Assets and maintenance service performance.

CMMS

CMMS is a business information system that projects dashboards (visualisation) from live data for CBC. These dashboards enable intuitive and immediate analysis of data trends, delivering more efficient, reactive and planned approaches. This gives CBC the ability to review asset maintenance status and performance trends in an easy to use format. This is successfully used by the CBC Facilities team on projects. Refer to Asset Management Reporting Systems.

Data Management details information and data management requirements for an overall evaluation of issues such as:

- the significance of the identified risks;
- the roles and responsibilities for asset management;
- the asset management processes, procedures and activities;
- the exchange of information with its stakeholders, including service providers;
- the impact of quality, availability and management of information on organisational decision making;
- the attribute requirements of identified information;
- the quality requirements of identified information;
- how and when information is to be collected, analysed and evaluated;
- all expectations (CBC, stakeholder and legal expectations) are met in terms of the efficiency, consistency and traceability of information, including financial and technical data and other relevant non-financial data.

In understanding the information needs CBC recognises the need for consistency and alignment of financial and non-financial terminology relevant to Asset management throughout the organisation.

All non-financial reporting will be undertaken in CBC's CMMS on when required by the relevant Facilities Manager for reports on: -

- meeting timeframes;

- works in progress;
- attendance;
- completed works not invoiced;
- works not attended;

All financial reporting will be undertaken in CBC's JIWA 3 Monthly by the Project Director for reports on: -

- Project Performance
- Growth in Revenue
- Net Profit Margin
- Gross Profit Margin
- Operational Cashflow
- Current accounts receivable

SAMP Operational Requirements

The Management Team are required to follow Data Management for the identification and management of information requirements for the project and within the SAMP and AMP's. Employees are encouraged to be familiar with the importance of information and data and understand:

- the value of the information to enable effective decision making;
- the value of information in the management of risk and the level of risk that the Asset, or managing it, poses;
- the need for information completeness, accuracy and integrity;
- the establishment and continual improvement of controls, specifications and level of accuracy for data;
- the need for review of specific information, including the assignment and periodic review of responsibilities;
- the establishment of competences required to collect, interpret, utilise and report information;
- the alignment of information requirements for different levels and functions the SAMP;
- the need for financial information regarding the Asset to be appropriate, consistent and traceable, and to reflect the technical and operational reality of the Asset;
- the establishment of data collection processes from internal and external stakeholders, contractual obligations and legal requirements;
- the capability to maintain the quality and timeliness of the information.

7.6 Documented Information

7.6.1 General

General

CBC has identified through experience, consultation with stakeholders, and by understanding our obligations (contractual, client, stakeholder, legal, Corporate and those for Standards) determined the documented information required to facilitate effectiveness of its SAMP and Asset management activity.

SAMP Tactical Requirements

In determining documented information requirements data and information flows across the Asset lifecycle has been considered. As part of this process, documentation and retention requirements (business, legal, contractual, etc.) have been determined and are not purely confined to the disposal of the Asset. Controls are in place for the management of documented information. All information is regarded as confidential unless otherwise stated.

SAMP Operational Requirements

The CBC-PROC-037 control of document and records is to be followed regarding documented information. The project is responsible for identifying and keeping operational records and data on file. The retention period is identified by the project in circumstances of project specific data. The project is responsible for maintaining its own Project AMP and any other information important to the SAMP and/or necessary for the effectiveness of the SAMP, as specified in Section 7.5.

7.6.2 Creating and Updating

General

When creating and updating documented information CBC have effective controls in place to facilitate currency, accuracy and relevancy to support employees with SAMP roles and responsibilities are using the approved, accurate and most up to date information.

SAMP Tactical Requirements

Documents are systematically controlled for authorisation, content, issue, review, availability and withdrawal. Full details of the method used for creating and updating and the responsibilities are contained in CBC-PROC-037 Control of Documents and Records Procedure.

It is standard within the SAMP for documents to be assessed and approved for adequacy prior to issue and documents of external origin, such as licenses, are identified and their distribution is controlled.

Following table outlines responsibilities for creating and approval of SAMP documentation:

Type of documents	Checked by	Approved by
AM Policy	Group Facilities Manager	Director
AM Objectives	Group Facilities Manager	Director
SAMP	Group Facilities Manager	Director
Project AMPs	Facilities Manager	Group Facilities Manager

Amendments to the SAMP

All amendments to the SAMP are authorised by the Group Facilities Manager. The amended sections are identified by an upgraded date and issue number. Documents are issued in accordance with CBC-PROC-037 Control of Documents and Records Procedure.

The Project is required to follow the CBC-PROC-037 Control of Documents and records Procedure. When creating and updating documented information the project is required to use required:

- identification and description (e.g. a title, date, author, or reference number);
- format (e.g. language, software version, graphics) and media (e.g. paper, electronic);
- review and approval for suitability and adequacy.

7.6.3 Controlled Documented Information

General

The SAMP documentation contains all documents related to CBC's QMS. It is controlled by the WHSEQ Manager and is reviewed annually for the accuracy and suitability of its current content. Documented procedures are in accordance with CBC-PROC-037 Control of Documents and Records Procedure to facilitate the effective documentation of the operation and control of processes that relate to the Asset management and the risks and opportunities that they generate. Hard copies are held by the:

- Facilities/Project Manager; and
- Other required CBC Management

Where required other managers have electronic access to the SAMP via CBC's Business System. Employees have access to a read only version of the latest Policy.

The documentation within the SAMP is confidential but can be inspected by necessary third-party organisations and referred to by contractors at the discretion of WHSEQ Manager.

SAMP Tactical Requirements

All manuals, procedures, guides and related documents which detail Asset management performance or legislative compliance forms part of the SAMP and are formally controlled. The SAMP is to be distributed in two categories, controlled and uncontrolled. Both are identical at the time of issue.

Origination and maintenance of the SAMP is the responsibility of the WHSEQ Manager. Distribution is specified by the WHSEQ Manager and effected through CBC-PROC-037 Control of Documents and Records Procedure.

SAMP Operational Requirements

CBC-PROC-037 Control of Documents and records Procedure is to be followed in regard to the Control of Documented Information. Documented information is required to be:

- it is available and suitable for use, where and when it is needed;
- the currency and comprehension are up to date;
- it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

Documented information from external sources is identified, as required, and controlled.



8 OPERATION

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
8 Operation	8.1 Operational planning and control	Significant requirement for competent resource, including outsourcing, for operational activities throughout Asset lifecycle	Assure Asset performance throughout the lifecycle Better quality for outsourced services
	8.2 Management of change		
	8.3 Outsourcing		

8.1 Operational Planning and Control

General

SAMP factors in several checks and balances to facilitate operational planning and control, planned for and maintained operational control via measures such as:

- The quality of our workforce knowing what to do and when to do it;
- Sound design principles that enhance control
- The programs for surveillance and maintenance (reactive and routine)
- The Business Improvement and internal audit processes and criteria for checking and scrutinising performance
- Development and documentation of tried and tested guidelines, procedures and plans
- Task specific training and accomplishment reinforcement
- Understanding the risks, criticality and resilience of our assets to operations
- Sign off procedures for key tasks
- A Zero Harm system that helps keep employees and contractors safe

SAMP Tactical Requirements

Operational control is a consequence of planning and implementation, CBC is committed to maintain operational control and to the process of Continual Improvement.

The AMP's provide insight into the risks on projects. The understanding of risk enables preparation of documented work instructions, procedures or plans to manage and mitigate risks, supplemented by a combination of physical, human and systematic measures, such as:

- tools and equipment
- Competent, trained and experienced employees and contractors
- Documented systems (SAMP and Project Specific Plans)

CBC is able to plan, implement and control the processes needed to meet requirements, and to implement the actions determined in Section 6.1 and 6.2 and the corrective and preventive actions determined in 10.1 and 10.2 by:

- establishing criteria for the required processes;
- implementing the control of the processes in accordance with the criteria;
- keeping documented information to the extent necessary to have confidence and evidence that the processes have been carried out as planned;
- treating and monitoring risks using the approach described in Section 6.2.2

The Annual Review examines operational performance over the course of the year and looks at the levels and standards attained. Any upgrades or improvements needed are discussed, planned and committed to following Management Review.

SAMP Operational Requirements

Project operations are required to achieve project performance measures by understanding and developing the right balance of:

- roles and responsibilities;
- work instructions and procedures;
- reliance on AMP's
- resource allocation;
- monitoring, reporting and performance evaluation
- Competency development.

The Project is required, as a minimum, to provide operational performance data for the basis of discussion during the annual review.

8.2 Management of Change

General

The drivers for change and the need to manage that change can come from many different sources and can include but are not limited to:

- Advances in technology
- Variations to Contracts
- Client requirements
- Changes in legislation
- Audit findings
- Changes in risk threshold/status
- Potential opportunity developments

Changes within the business can be a planned progression or a reactive progression and in either case, CBC has measures in place that can respond in order to successfully achieve objectives.

SAMP Tactical Requirements

The CBC-PROC-021 Change Management Procedure is to be followed in planning for and responding to the consequences of change. It is a requirement of the SAMP that the risks associated with any planned change, (permanent or temporary) that can influence or impact on achieving the SAMP objectives, assessed before the changes are implemented. The identified risks are managed according to the requirements of the SAMP – Sections 6.1 and 6.2.2.

During planned changes, the WHSEQ Manager in conjunction with necessary Contract/Project team members monitor for intended and unintended consequences of the changes, taking action to mitigate any adverse effects, as necessary.

Initiated change is evaluated to assess the risk associated with the change using the risk matrix. This is managed through the CBC-PROC-021 Change Management Procedure

SAMP Operational Requirements

The CBC-PROC-021 Change Management Procedure is to be followed in all matters regarding the management of change.

The Project is required to consider and document response to any changes to, but is not limited to, the following:

- structures, roles or responsibilities;
- The Policy, SAMP objectives or plans;
- process(es) or procedure(s) for Asset management activities;
- new Assets, SAMP or technology (including obsolescence);
- factors external to the organisation (including new legal and regulatory requirements);

- contractual or supply chain constraints;
- demands for products and services, contractors or suppliers;
- demands on resources, including competing demands.

Initiated change is evaluated to assess the risk associated with the change using the risk matrix. This is managed through the CBC-PROC-021 Change Management Procedure

8.3 Outsourcing

General

Outsourcing is a common method for CBC when it prefers the activities to be performed by an external or internal service provider. When these activities influence the achievement of the SAMP objectives, these are to be part of the SAMP, and are to be documented.

A risk assessment is performed prior to outsourcing activities that can influence or impact upon the business achieving SAMP objectives, and where required adequate controls are initiated.

The Management Team understands the importance of managing the procurement and supply process by using planned elapsed durations and working backwards to the completion of the requirements to allow for the timely management of each milestone and expediting, as required.

The following core procurement principles are maintained throughout the duration of the project:

- Procurement activities are only conducted by delegated and authorised employees.
- An open and honest procurement environment for all stakeholders is maintained.
- Risks associated with sourcing options are documented and considered.
- Suppliers and Contractors are pre-qualified prior to awarding any contracts.

SAMP Tactical Requirements

The CBC-PROC-110 Purchasing Procedure is to be followed regarding potential outsourcing. In the event of an outsourcing requirement, the SAMP requires documentation of the services or tasks needed and the controls to be initiated and integrated into the SAMP. In particular regard is to be given to, but not restricted to:

- the processes and activities that are to be outsourced (including the scope and boundaries of the outsourced processes and activities and their interfaces with CBC processes and activities);
- the responsibilities and authorities for managing the outsourced processes and activities;
- the processes and scope for the sharing of knowledge and information between CBC and the Contractor.

CBC consider the ownership and protection of intellectual property and corporate knowledge (including that generated during the outsourcing) when outsourcing asset management activities.

SAMP Operational Requirements

CBC-PROC-124 Contractor Management is to be followed prior to any outsourcing activity commences. As part of the control process there is a requirement to demonstrate and document that AMP's expectations are adhered to the Facilities Manager is to check that:

- the outsourced resources meet the requirements of Sections 7.2 and 7.6;
- the performance of the outsourced activities is monitored.

CBC knowledge share through:

- Contract with the subcontractor with the requirements/ specifications
- Onsite make up of work zones
- Scope drawn up and sent to the subcontractor
- Receiving information of completed works

- Purchase Orders/Subcontractor statements (stat decs)
- Operational meetings with subcontractors



9 PERFORMANCE EVALUATION

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
9 Performance Evaluation	9.1 Monitoring, measurement, analysis and evaluation	Resource – performance and quality review team	Reinforcement of quality culture
	9.2 Internal audit		Synergies with complementary ISO systems
	9.3 Management review		Improvements to system

9.1 Monitoring, Measurement, Analysis and Evaluation

General

CBC monitors and assesses the effectiveness of the SAMP, Policy and performance against objectives specified within the SAMP and AMP's. Performance is monitored against contract requirements, authorisations and legislative requirements. Evaluation and reporting is based on:

- the performance of the Assets;
- the overall Asset management performance, including financial and non-financial performance;
- the effectiveness and ongoing suitability of the SAMP and AMP's.

SAMP Tactical Requirements

The SAMP requires monitoring to be carried out in accordance with the AMP to:

- Record data on the Assets and risks.
- Confirm compliance with operational and contractual requirements.
- Identify monitoring and measurement requirements of stakeholders (Section 4.2.).
- Evaluate and report on the effectiveness for managing Asset risks and opportunities.
- Confirm that the SAMP is being adhered to.

As part of the monitoring and measurement program information to monitor performance and operational controls are assessed by the:

- Facilities/Project Manager
- Group Facilities Manager
- Facilities Coordinator

Monitoring of significant risks and operational procedures are carried out according to the schedule of performance indicators, methods and frequencies set out in the AMP.

The Facilities Manager, in conjunction with the Facilities Coordinator are responsible for ensuring that the AMP is correctly implemented within the project and that monitoring results are retained in the for defined periods.

SAMP Operational Requirements

The Project has a set of plans to determine:

- what needs to be monitored and measured;
- the methods for monitoring, measurement, analysis and evaluation, to achieve data and results are valid;
- when the monitoring and measuring is to be performed;
- when the results from monitoring and measurement is to be analysed and evaluated.

- What, where and when documented data and information is to be retained as appropriate records of the evaluation process
- Financial and non-financial reports

Monitoring of progress against the requirements of the management program is to be carried out at regular operation meetings.



9.2 Internal Audit

General

The Project AMP it is the responsibility of the Facilities Manager and WHSEQ Manager to devise and plan the audit program and to ensure the retention of associated records and findings from audits. The WHSEQ Manager is responsible for preparing an annual audit program and for ensuring that the audits are carried out to schedule by qualified employees. The audit program ensures that all aspects of the SAMP are audited and that weight is given to the frequency of auditing operations and activities that create significant environmental impacts.

The selection of auditors and the conduct of audits are to be objective and impartial. The WHSEQ Manager and The Group Facilities Managers are responsible for the evaluation of auditor experience and competencies. The WHSEQ Manager is responsible for the scheduling of verification audits that are performed by external auditors.

Where internal auditors are used the audits, they are to be carried out as specified in the CBC-PROC-046 Internal Audits Procedure. There are two types of internal audits associated with the SAMP:

- System audit against management procedure and/or system requirements Continual improvement;
- Process or product audit Compliance.

A verification audit can be performed by an independent third party auditor in order to:

- validate the SAMP functioning and performance
- ascertain compliance, and
- demonstrate compliance with system requirements for any legal permit expectations.

Where external auditors are used, the WHSEQ Manager is to ensure that the procedure used by the external auditors is compatible with the SAMP.

SAMP Tactical Requirements

It is a requirement of the SAMP that a program of internal audits at planned intervals is resourced and implemented annually, in accordance with the CBC-PROC-046 Internal Audits Procedure to ensure performance meets the needs of the business and clients and the SAMP conforms to its requirements of the Standard.

SAMP Operational Requirements

At the operational level the WHSEQ Manager and The Group Facilities Manager is to:

- define the scope of the internal audit
- take into consideration the importance and criticality of processes, the Assets on the project and the results of previous audits;
- select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- ensure that the results of the audits, including nonconformities, observations or opportunities for improvement are reported to management; and
- document and retain the audit process and information as evidence of the audit

9.3 Management Review

General

A review of the SAMP is conducted annually in accordance with the Management Review Agenda. The Group Facilities Manager is to evaluate the v and present the findings at the Management Review Meeting. If there are no changes then the Group Facilities Manager reports this at the Management Review meeting. Any changes are to be discussed and the actions identified and mandated (the actions could be developed as part of a Project for Change or a Non-Conformance).

The WHSEQ Manager is responsible for the planning of the Management Review. Ideally the review takes place at the end of the contractual year to enable objectives to be set for the next year. The meeting ensures that CBC's performance over the preceding period is appraised, that the Policy is reviewed and objectives, targets and the management program are specified for the beginning of the following year.

SAMP Tactical Requirements

The attendees for the meeting are:

- Director
- Project Director
- Group Facilities Manager
- Group Operations Manager
- WHSEQ Manager
- Human Resources Manager

The WHSEQ Manager is responsible for ensuring that the meeting is minuted, that actions and completion dates are communicated to Managers and for following-up meeting actions to ensure that they are carried out effectively. The outputs of the management review include decisions related to continual improvement opportunities and any need for changes (Section 8.2) to the SAMP.

SAMP Operational Requirements

In preparing for the annual review information and data is to be collated. in readiness to facilitate the review process and allow the consideration of:

- the status of actions instigated from previous management reviews;
- changes in external and internal issues
- Asset Management Policy and & Scope Review
- AM Strategic & Tactical Objectives & Targets
- Internal & External and Process Audits Results
- Improvements, Nonconformities and Corrective Actions
- Communication, Awareness and Training
- AM Performance
- Asset Management Activities
- General Business

10 IMPROVEMENT

Asset Management Element	Asset Management Sub Element	Potential Costs	Potential Benefits
10 Improvement	10.1 Nonconformity and corrective action	Implementation and maintenance of reporting systems	Reinforcement of quality culture Performance improvement Synergies with complementary ISO systems
	10.2 Preventive action		
	10.3 Continual improvement		

10.1 Nonconformity and Corrective Action

General

- Non-conformities (or an incident) that have the potential to affect the SAMP can arise through systematic or operational failures or behaviours. The Facilities Manager is responsible for taking corrective action under CBC-PROC-047 Corrective Action Procedure and or CBC-PROC-001 Control of Non-Conformity Procedure, or in emergency response scenarios under in the CBC-PROC-068 Emergency Management Procedure.

A Non-conformity is:

- A deficiency in characteristic/documentation or procedure which renders the quality of a product, service, or process unacceptable or indeterminate in its current form according to specified contractual requirements.

A corrective action is:

- Action taken to address a non-conformance or other undesirable situation.

SAMP Tactical Requirements

Minor and major non-conformities are to be investigated with actions for resolution. In the event of non-conformity leading to an accident or environmental incident (boundary areas outside of the systematic focus of the SAMP) the Facilities Manager is to pass information to the Zero Harm delegate for action. Where required a full investigation of the abnormal circumstance are conducted and a report generated to ensure that any lessons are learned.

Any failure to meet objectives and contractual requirements within the SAMP or AMP's are identified during regular monitoring and measurement practices section 9.1. Any necessary actions are identified at actioned accordingly.

The WHSEQ Manager, supported by The Group Facilities Manager is responsible for the review and update of procedures as required and the assurance that they incorporate, in particular, the prevention of re-occurrence of non-conformities and the prevention of potential non-conformities.

The WHSEQ Manager is responsible for the review of processes to evaluate the need for action to prevent non-conformities and implement actions to avoid their occurrence.

- The requirements and responsibilities for corrective actions are identified in CBC-PROC-047 Corrective Action Procedure and or CBC-PROC-001 Control of Non-Conformity Procedure.

SAMP Operational Requirements

- Employees have a duty to report any observed nonconformity or incident (real or potential) in a timely manner to their immediate manager, the immediate Manager is to report to the WHSEQ Manager. The WHSEQ Manager will investigate in accordance with CBC-PROC-047 Corrective Action Procedure and or CBC-PROC-001 Control of Non-Conformity Procedure.

The SAMP requires employees to report and react (without compromising safety) to the nonconformity or incident, and for individuals and managers to:

- take action to control and correct it;

- deal with the consequences;

The SAMP requires Facilities Manager, aided by the WHSEQ Manager to:

- evaluate the need for action to eliminate the causes of the nonconformity or incident, in order that it does not occur or recur elsewhere, by:
 - reviewing the nonconformity or incident;
 - determining the causes of nonconformity or incident;
 - determining if similar nonconformities exist, or could potentially occur;
 - implement any action needed commensurate to the effects of the nonconformity or incident;
 - review the effectiveness of any corrective action taken; and
 - recommend and or make changes to the SAMP or AMP's, if necessary.
- The SAMP requires information regarding the nonconformity, the response, and evaluation of the response to be documented in accordance with CBC-PROC-047 Corrective Action Procedure and or CBC-PROC-001 Control of Non-Conformity Procedure.

10.2 Preventive Action

General

CBC recognises the importance of identifying and mitigating non-conformances and preventative actions in order to maintain Levels of Service and to optimise Asset performance and its operational life.

Preventive actions, which include predictive actions, are:

- Action taken to address a potential non-conformance or other undesirable situation.

The Facilities Managers are required to proactively identify potential failures in Asset performance and evaluate the need for preventive action. If and when a potential failure is identified the processes within Section 10.1 of this SAMP.

SAMP Tactical Requirements

- The SAMP requires projects to use, implement and maintain the processes for initiating preventive or predictive action(s). CBC-PROC-047 Corrective Action Procedure and or CBC-PROC-001 Control of Non-Conformity Procedure is to be consulted for instruction on Preventive Actions.

SAMP Operational Requirements

The SAMP requires the Facilities Managers in conjunction with the WHSEQ Manager to consider:

- the use of relevant sources of information;
- the identification of any potential failures;
- the use of the Business Improvement Procedure
- the initiation and implementation of preventive action;
- the recording of any changes in processes and procedures resulting from the preventive action;
- assessment of the preventive action and the evaluation of the relative success of implemented measures;
- the input to the individual AMP(s) from preventive actions;
- the need to keep documented information on the preventive or predictive actions.

10.3 Improvement

General

CBC is committed to continual improvement and the process of seeking to continually improve the way Assets are managed, the performance of Assets and value for money services that operations deliver.

As part of the business improvement process this is an approach to determine the opportunities and assessing, prioritising and implementing actions to achieve continual improvement and reviewing their subsequent effectiveness. The business improvement process draws upon data and information from:

- non-conformity and corrective action (Section 10.1),
- preventive action (Section 10.2);
- trends in performance (Section 9.1);
- evaluation of compliance (Section 9.1);
- internal and external audits (Section 9.2);
- management review (Section 9.3);
- stimulating employees to come forward with suggestions;
- management of change (Section 8.2).

CBC actively encourages employees to actively seek and acquire knowledge about new Asset management technology and practices and evaluated the potential benefits to the business and the SAMP. Examples include:

- active participation in professional bodies and industry associations;
- conferences, seminars, publications, (online) forums, journals;
- benchmarking and technology transfer initiatives, and competitor check-ups;
- engaging specialist organisations;
- research and development;
- consultation of suppliers and customers.

SAMP Tactical Requirements

The WHSEQ Manager in support of The Group Facilities Manager is to review and where possible improve the suitability, adequacy and effectiveness of the management of Assets and the SAMP.

CBC-PROC-047 Corrective Action Procedure and CBC-PROC-046 Internal Audit Procedure are to be used to meet expectations for Continual Improvement

SAMP Operational Requirements

The SAMP requires Operational employees to:

- Use CBC-PROC-047 Corrective Action Procedure as part of Business Improvement
- Identify any improvement needs and potential;
- Evaluate options;
- Estimate and determine the financial and non-financial consequences utilising CBC CMMS for non-financial reporting and JIWA for financial reporting when required;
- Risk assess and initiate any change management response (Section 8.2) aspects;
- Link with decision-making criteria and the objectives of the SAMP (Section 4.2);
- Be responsible for selection and execution; and
- Track and review outcomes.

ISO55001 Element	Requirement	SAMP Section	How CBC SAMP covers ISO Element	Reference Number
4.1	Understanding the organisational context	4.1	<ul style="list-style-type: none"> ▪ Context of the Organisation Register ▪ Legal and Other Requirements ▪ Objectives & Targets Register 	CBC-REG-029 CBC-REG-002 CBC-REG-026
4.2	Understanding the Needs and Expectations of Stakeholders	4.2	<ul style="list-style-type: none"> ▪ Objectives & Targets Register ▪ Context of the Organisation Register ▪ Legal and Other Requirements Register ▪ Lifecycle and Predictive Analysis Process ▪ Data & Collection Management Procedure ▪ AWP ▪ CBC CMMS ▪ AMP ▪ Asset Condition and Performance Monitoring Procedure ▪ Asset Management Reporting Procedure 	CBC-REG-026 CBC-REG-029 CBC-REG-002 CBC-PROC-256 CBC-PROC-253 CMMS CMMS Refer to Project CBC-PROC-254 CBC-PROC-255
4.3	Scope of the Strategic Asset Plan	4.3	<ul style="list-style-type: none"> ▪ SAMP 	CBC-PLN-010
4.4	AM	4.4	<ul style="list-style-type: none"> ▪ SAMP 	CBC-PLN-010
5.1	Leadership and commitment	5.1	<ul style="list-style-type: none"> ▪ Roles and Responsibilities Form ▪ Org Chart 	CBC-FORM-076 G Drive Org Chart
5.2	AM Policy	5.2	<ul style="list-style-type: none"> ▪ Policy 	
5.3	Roles, Responsibilities and Authorities	5.3	<ul style="list-style-type: none"> ▪ Roles and Responsibilities in SAMP ▪ SAMP Org Structure 	CBC-PLN-010 G Drive – Org Charts
6.1	Actions to address Risk and Opportunities for the SAMP	6.1	<ul style="list-style-type: none"> ▪ Context of the Organisation Register ▪ Project Operational Risks are managed through Project Risk Register ▪ Project AMP 	CBC-REG-029 U Drive – Project Folders U Drive – Project Folders
6.2.1	AM Objectives	6.2.1	<ul style="list-style-type: none"> ▪ Objectives and Targets Register ▪ Management Review Minutes of Meetings ▪ Audits 	CBC-REG-026 CBC-FORM-034 IAuditor

ISO55001 Element	Requirement	SAMP Section	How CBC SAMP covers ISO Element	Reference Number
6.2.2	Planning to achieve asset management objectives	6.2.2	<ul style="list-style-type: none"> ▪ SAMP ▪ AMP ▪ Policy ▪ Internal Audits ▪ Management Review Minutes of Meetings 	CBC-PLN-010 U Drive – Project Folders CBC-POL-036 CBC-FORM-031 CBC-FORM-034
7.1	Resources	7.1	<ul style="list-style-type: none"> ▪ Org Charts ▪ Project HSEQ Plans ▪ CBC CMMS 	G Drive – Org Charts CBC-PLN-011 CMMS
7.2	Competence	7.2	<ul style="list-style-type: none"> ▪ Roles & Responsibilities ▪ Training records in CBC CMMS ▪ HR Induction Certificate ▪ Training Recommendation Record 	CBC-PLN-010 CMMS IAuditor CBC-FORM-083
7.3	Awareness	7.3	<ul style="list-style-type: none"> ▪ Training Records in CBC CMMS ▪ HR Induction Certificate ▪ Toolboxes ▪ Team Meetings 	CMMS IAuditor CBC-FORM-229 U Drive – Project Folders
7.4	Communication	7.4	<ul style="list-style-type: none"> ▪ SAMP ▪ Management Review Minutes of Meetings ▪ Client Meetings ▪ Toolboxes ▪ Team Meetings ▪ Emails 	CBC-PLN-010 CBC-FORM-034 U Drive – Project Folders CBC-FORM-229 U Drive – Project Folders CBC-REG-028
7.5	Information Requirements	7.5	<ul style="list-style-type: none"> ▪ CBC CMMS ▪ SAMP ▪ AMP ▪ Project Set up Procedure 	CBC CMMS – Non-Financial JIWA – Financial CBC-PLN-010 U Drive – Project Folders CBC-PROC-097

ISO55001 Element	Requirement	SAMP Section	How CBC SAMP covers ISO Element	Reference Number
7.6	Documented Information	7.6	<ul style="list-style-type: none"> ▪ SAMP ▪ CBC Business System ▪ Document Register ▪ Project Set Up Procedure ▪ HSEQ Plans ▪ Project Filing Index ▪ Control of Documents and Records Procedure 	CBC-PLN-010 G Drive CBC-REG-001 CBC-PROC-097 CBC-PLN-011 U Drive CBC-PROC-037
8.1	Project SAMPS & AMPs	8.1	<ul style="list-style-type: none"> ▪ Project Document Register ▪ Site and Internal Audit and management review examines operational performance and review effectiveness of plans ▪ Project Start Up Meeting Minutes ▪ Operations Meeting Minutes 	CBC-REG-????-001 IAuditor, CBC-FORM-031, CBC-FORM-032 CBC-FORM-239 CBC-FORM-238
8.2	Management of Change	8.2	<ul style="list-style-type: none"> ▪ Change Request Form ▪ Change Management Procedure ▪ Change Management Register 	CBC-FORM-033 CBC-PROC-021 CBC-REG-030
8.3	Outsourcing	8.3	<ul style="list-style-type: none"> ▪ Best in Class Provider pack ▪ Contractor Management Procedure ▪ Audits 	CBC-FORM-090 CBC-PROC-110 IAuditor
9.1	Performance Evaluation_ Monitoring, Measurement, Analysis and Evaluation	9.1	<ul style="list-style-type: none"> ▪ Management Review Minutes of Meetings ▪ Client KPI's ▪ Site Audits ▪ Corrective Action Procedure ▪ Control of Non-Conformity Procedure ▪ Corrective Action Form ▪ Corrective Action Register ▪ Monitoring and Measurement Procedure 	CBC-FORM-034 HSEQ Plans IAuditor CBC-PROC-047 CBC-PROC-001 CBC-FORM-182 CBC-REG-028 CBC-PROC-057

9.2	Performance Evaluation_ Internal Audit	9.2	<ul style="list-style-type: none"> ▪ Internal Audit ▪ Internal Audit Schedule ▪ Internal Audit Procedure ▪ Change Request Form ▪ Change Management Procedure ▪ Change Management Register 	<p>CBC-FORM-031 CBC-FORM-032 CBC-PROC-046 CBC-FORM-033 CBC-PROC-021 CBC-REG-030</p>
ISO55001 Element	Requirement	SAMP Section	How CBC SAMP covers ISO Element	Reference Number
9.3	Management Review	9.3	<ul style="list-style-type: none"> ▪ SAMP ▪ Policy ▪ Context of the Organisation Register ▪ Objectives and Targets Register ▪ Management Review Minutes of Meetings 	<p>CBC-PLN-010 CBC-POL-003 CBC-REG-029 CBC-REG-026 CBC-FORM-034</p>
10.1	Nonconformity and Corrective Action	10.1	<ul style="list-style-type: none"> ▪ Correction Action Procedure ▪ Control of Non-Conformity Procedure ▪ Correction Action Form ▪ Corrective Action Register 	<p>CBC-PROC-047 CBC-PROC-001 CBC-FORM-182 CBC-REG-028</p>
10.2	Preventive Action	10.2	<ul style="list-style-type: none"> ▪ Corrective Action Form ▪ Corrective Action Register ▪ Management Review Minutes of Meetings 	<p>CBC-FORM-182 CBC-REG-028 CBC-FORM-034</p>
10.3	Improvement	10.3	<ul style="list-style-type: none"> ▪ Corrective Action Procedure ▪ Control of Non-Conformity Procedure ▪ Corrective Action Form ▪ Corrective Action Register ▪ Internal Audit ▪ Internal Audit Procedure ▪ Internal Audit Schedule ▪ Change Request Form ▪ Change Management Procedure ▪ Change Management Register ▪ Management Review 	<p>CBC-PROC-047 CBC-PROC-001 CBC-FORM-182 CBC-REG-028 CBC-FORM-031 CBC-PROC-046 CBC-FORM-032 CBC-FORM-033 CBC-PROC-021 CBC-REG-030 CBC-FORM-034</p>