

COMPANY PROFILE

Planned maintenance

From breakdown-driven to planned, risk-based maintenance at processing plants and surface operations.

PM reviews & audits

Schedules & work control

Reliability KPIs

WHO WE ARE

A discipline problem, not a capability problem

Treo Group is an independent South African engineering and project consultancy working inside live mining operations and processing plants. We help maintenance teams move from firefighting breakdowns to a planned, controlled and measurable maintenance system.

In most plants the artisans can do the work. What is missing is the system around them: an approved master schedule, signed-off job cards, a complete and ranked asset register, spares that arrive with the job, and the numbers that prove whether planned maintenance is working.

Our reviews are structured, evidence-based and practical. We work with engineers, foremen, planners and artisans on the floor, align to your asset management strategy, your CMMS and ISO 55000 principles, and stay through implementation until the new routines are running.

5 sites

gold plants and surface operations reviewed

21 days

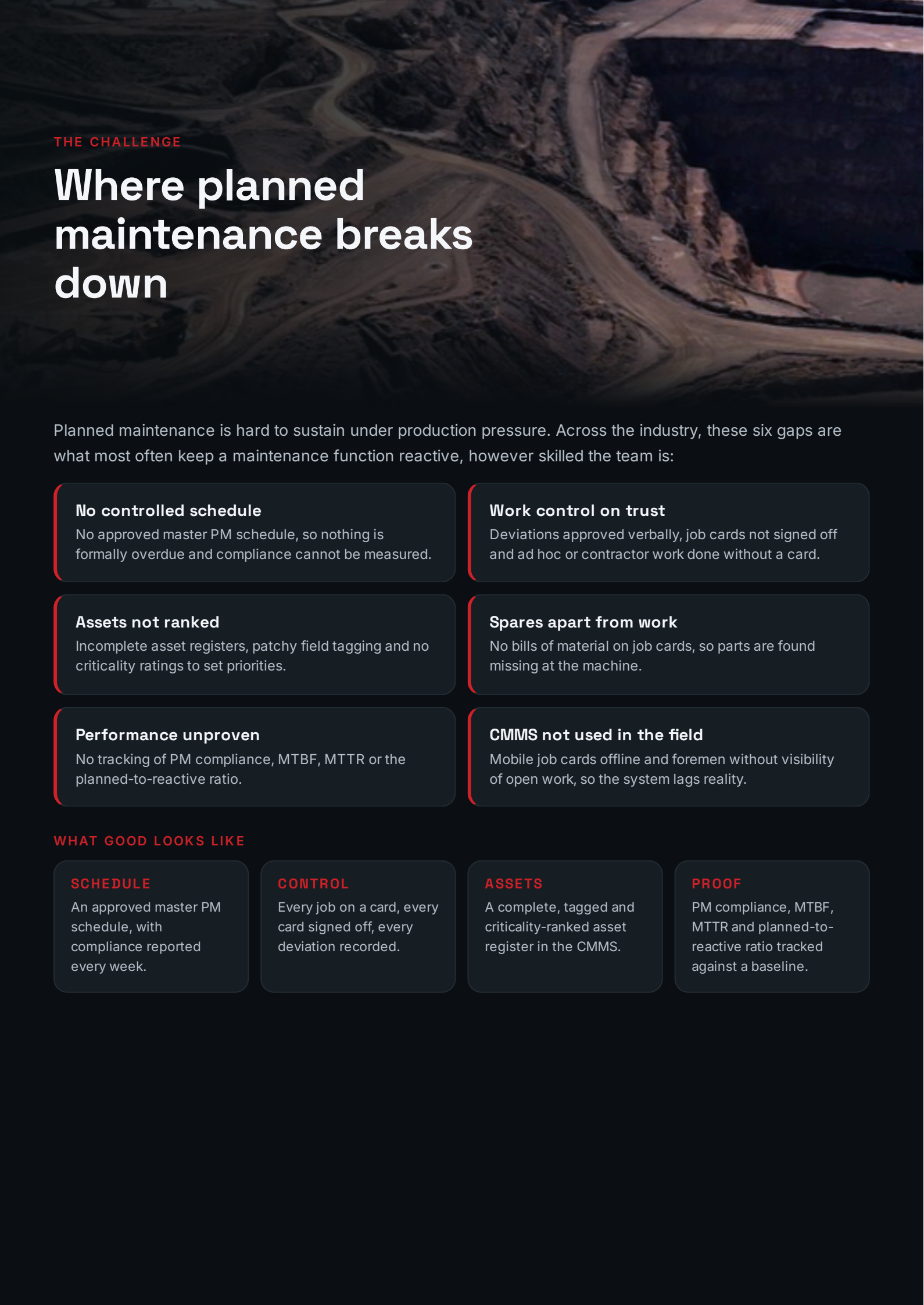
from site review to a baselined improvement schedule

9

review areas in our planned maintenance framework

90 days

to a running weekly PM schedule and planning meeting



THE CHALLENGE

Where planned maintenance breaks down

Planned maintenance is hard to sustain under production pressure. Across the industry, these six gaps are what most often keep a maintenance function reactive, however skilled the team is:

No controlled schedule

No approved master PM schedule, so nothing is formally overdue and compliance cannot be measured.

Work control on trust

Deviations approved verbally, job cards not signed off and ad hoc or contractor work done without a card.

Assets not ranked

Incomplete asset registers, patchy field tagging and no criticality ratings to set priorities.

Spares apart from work

No bills of material on job cards, so parts are found missing at the machine.

Performance unproven

No tracking of PM compliance, MTBF, MTTR or the planned-to-reactive ratio.

CMMS not used in the field

Mobile job cards offline and foremen without visibility of open work, so the system lags reality.

WHAT GOOD LOOKS LIKE

SCHEDULE

An approved master PM schedule, with compliance reported every week.

CONTROL

Every job on a card, every card signed off, every deviation recorded.

ASSETS

A complete, tagged and criticality-ranked asset register in the CMMS.

PROOF

PM compliance, MTBF, MTTR and planned-to-reactive ratio tracked against a baseline.

Nine-area planned maintenance review

Every site is reviewed against the same nine areas, so findings can be compared across operations and the strengths of one site copied to the others.

01 Governance, compliance & change control

Approval workflows, deviation management and alignment to group standards and statutory requirements.

02 Maintenance strategy

Fit of the regional or site asset management strategy, and whether it reaches the plant floor.

03 Asset register & criticality

Completeness of the register and hierarchy, field tagging and risk-based criticality ratings.

04 Planned maintenance schedule

Master schedule, intervals against OEM and statutory needs, shutdown planning and compliance tracking.

05 Maintenance task content

Job card quality: steps, tools, safety, acceptance criteria and links to failure modes.

06 Resource & skills alignment

Artisan coverage per area, planning capacity, contingency for leave and training needs.

07 Maintenance windows & execution

Whether planned work can be done in the windows production allows, and how call-outs are handled.

08 Spare parts & materials readiness

Stores control, critical spares, bills of material and integration with the CMMS.

09 Maintenance performance data

PM compliance, backlog, MTBF, MTTR, planned versus reactive work and how it is reported.

A 21-DAY REVIEW CYCLE PER SITE

Days 1 to 14

Site review across the nine areas: document review, site walks, interviews with engineers, foremen, planners and artisans.

Days 15 to 17

Report compiled: risk-rated findings, photographs, compliance matrix and recommendations per area.

Day 18

Workshop with the site team to agree priorities, owners and durations.

Days 19 to 21

Implementation schedule created and baselined, ready for tracking.

WHAT WE DO

Our planned maintenance services



PM Reviews & Audits

Independent nine-area reviews with risk-rated findings, site photographs, a compliance matrix and practical recommendations.



Criticality & Strategy

Risk-based criticality ratings and a strategy selection model: run-to-failure, time-based, condition-based or RCM.



Work Control & Job Cards

Job card process flows for manual and online cards, sign-off, deviation and change control, and backlog clean-up.



Stores & Spares Readiness

Dedicated storeman, locked stores, stocktake, critical spares, bills of material on job cards and CMMS warehousing.



CMMS Optimisation

Better use of systems such as Pragma OnKey: mobile job cards, master data, reporting and user training.



Asset Register & Tagging

Asset verification against the register, hierarchy clean-up, QR field tagging and a controlled register linked to your CMMS.



Master Schedule & Planning

A controlled master PM schedule, rolling two-week schedules and a weekly planning meeting that includes production.



Task Content & Job Plans

Job cards rebuilt with steps, tools, safety precautions, acceptance criteria and links to OEM and failure modes.



Legal & Statutory Work

Legal books on site, statutory inspections loaded in the CMMS and job cards classified as legal, scheduled or ad hoc.



KPIs & Reporting

PM compliance, backlog, MTBF, MTTR and planned-to-reactive ratio, reported weekly against a baseline.

No guesswork. A clear, guided path to a measurable result.

STEP 01

Scoping conversation

We get to grips with your plant, the maintenance pain you are seeing and the outcome that would matter. No pitch, just clarity on the problem.

STEP 02

Review & diagnosis

Our engineers review your documents, CMMS data and the plant floor to find the true constraint, not the symptoms.

STEP 03

Targeted solution

We build the schedule, processes and tools with your team: asset register, planning meeting, job cards, stores and KPIs.

STEP 04

Measure & embed

We track implementation against the plan and hand over the routines. Wins are systemised, not lost.

TYPICAL FIRST 90 DAYS

Weeks 1 to 4	Publish a weekly PM schedule per site
Weeks 1 to 4	Weekly planning meeting, including production
Month 2	Sign off every job card and log all deviations
Months 2 to 3	Asset verification and tagging sweep
Month 3	Named storeman and full stores inventory
Regional	Criticality, BOMs on job cards and a KPI set

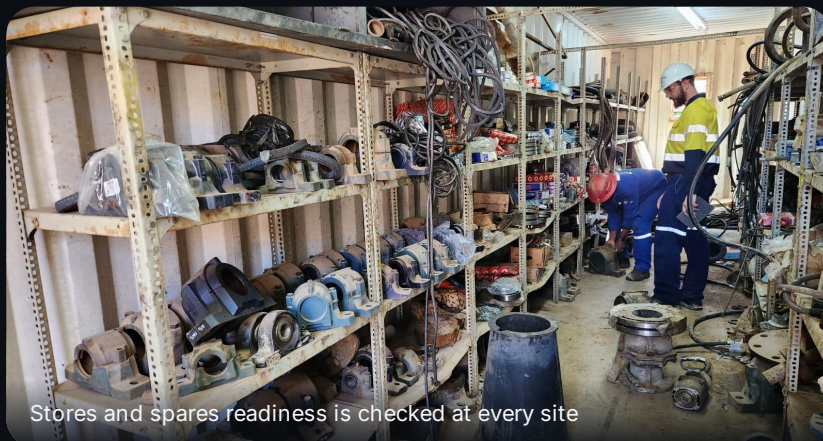
Schedule and criticality first. A KPI dashboard measures nothing until there is a baseline to measure against.

TYPICAL DELIVERABLES

- Planned maintenance review report per site
- Compliance matrix and findings master list
- Top findings one-pager for management
- Job card process flows (manual and online)
- Workshop and foreman summary packs
- Baselined implementation schedule
- Weekly tracking and progress reports
- KPI definitions and reporting templates



Critical spares for planned change-outs



Stores and spares readiness is checked at every site

IMPLEMENTATION

Plan, schedule & track

Recommendations only matter once they are running. Treo turns each review into a programme that site teams own, schedule and close out.

01

Alignment sessions

Walk the scope with each area team: engineer, foremen and artisans, with the process and plant managers.

02

Sticky note workshop

Task owners write their own activities and durations, so they commit to dates they set themselves.

03

Baselined schedule

Every task keeps its owner and ID, with milestones per site and a phase close-out date.

04

Fortnightly tracking

Progress, PPC and SPI per site, RAIDD reports and a foreman summary that says what changes on the floor.

PHASE 1 WORKSTREAMS, RUN AT EVERY SITE

WORKSTREAM 1

Asset register

Verify assets against the register, set up a controlled register, link it to the CMMS, tag every asset and link BOMs to spares.

WORKSTREAM 2

Weekly planning & PM schedule

Rolling two-week PM schedule, weekly planning meeting with a fixed agenda and compliance-to-plan tracking.

WORKSTREAM 3

Appointments per area

A named fitter, boilermaker and electrician per area or MCC, shown on a clear board in each area.

WORKSTREAM 4

Stores inventory

Appoint a storeman, set up a locked stores area, stocktake, check-out registers and CMMS warehousing.

WORKSTREAM 5

Legal job cards

Legal books on site, statutory inspections loaded in the CMMS and job cards colour-coded by type.

11 weeks

from alignment to a site Phase 1 close-out milestone.

Case study

Planned Maintenance Reviews & Phase 1 Implementation

SIBANYE-STILLWATER GOLD OPERATIONS • 2026

Independent planned maintenance reviews at five gold processing plants and surface operations, using one nine-area framework. Each site received a full review report, compliance matrix and workshop, followed by a management one-pager, a foreman summary and a Phase 1 implementation programme run across all five sites.

5

sites: gold plants and surface operations

21

day review cycle per site

9

review areas per site

5

Phase 1 workstreams per site

Practices worth copying across sites

- **Change control**
A formal change request form governs every change to the PM system.
- **Shutdown rhythm**
Formal shutdown plans with coordination meetings every two weeks.
- **Downtime data**
Weekly downtime hours and top ten contributors as the base for reliability KPIs.
- **Dedicated storeman**
Clean, organised stores with one accountable person: structure, not spend.
- **Action tracker**
A weekly tracker meeting that is well attended and effective.

Each site had at least one strength the others could adopt, which the one-framework approach makes easy to spot and share. Treo's role continues through Phase 1 to embed the weekly schedule, planning meeting, asset register, stores and legal job card routines.

Maintenance that runs on a plan, not on luck

- **Operational experience**

Our engineers have worked inside live plants, and understand production pressure and how maintenance really happens on the floor.

- **One framework, many sites**

The same nine review areas at every site, so you can compare operations and share what works.

- **Practical outputs**

Risk-rated findings, process flows, schedules and templates your teams can use the next day.

- **We stay for implementation**

Alignment sessions, sticky note workshops and fortnightly tracking until the routines are running.

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