

Case Study - National Product Type Approval Framework (PTAF)

Building National Consistency Supported by Change Management

The transport infrastructure sector has historically relied on product type approval processes to ensure that equipment, materials and systems meet the regulatory, technical and safety requirements necessary for deployment across road, rail and other transport networks. However, differing approval processes between jurisdictions and transport modes created duplication, inefficiencies and unnecessary barriers to innovation. Products that had already demonstrated compliance in one jurisdiction often required reassessment elsewhere, increasing cost, extending delivery timeframes and limiting the adoption of new technologies. Transport for NSW recognised the need for a nationally harmonised approach that would streamline approvals while maintaining safety, performance and assurance outcomes.



To address this challenge, Transport for NSW led the development of the Product Type Approval Framework (PTAF), bringing together transport agencies, industry bodies and infrastructure stakeholders from across Australia and New Zealand. The objective was to establish a common framework that could support consistent assessment criteria, cross-jurisdictional acceptance and improved collaboration between asset owners, regulators and suppliers. The initiative sought to reduce duplication, improve efficiency, accelerate innovation and create a more transparent pathway for products to be introduced across transport networks while maintaining rigorous governance and assurance requirements.

Structured Change was engaged to support the organisational change management aspects of the PTAF initiative, recognising that successful implementation required more than the development of a technical framework. The assignment focused on helping participating jurisdictions understand, adopt and embed new ways of working through a structured change approach informed by the principles of ISO 55001 Asset Management, ISO 15288 Systems Engineering and ISO 10020 Organisational Change Management. Through stakeholder engagement, change readiness activities, governance alignment and the development of practical adoption toolkits, Structured Change helped create the conditions necessary for jurisdictions to transition from independent approval practices toward a nationally aligned framework capable of delivering long-term value, consistency and improved asset lifecycle outcomes.

The Need for a Consistent Product Approval Framework

Transport agencies across Australia were facing increasing complexity in managing the approval and acceptance of products used throughout transport infrastructure networks. The absence of a unified national framework meant that each jurisdiction operated according to its own processes, standards, and governance arrangements creating a fragmented landscape that imposed significant costs on industry and government alike.

The consequences were wide-ranging. Suppliers seeking product acceptance were required to navigate entirely different assessment processes depending on the jurisdiction, duplicating effort and extending lead times. Engineering authorities lacked a shared basis for recognising each other's assurance work, leading to redundant evaluations of the same products. For project delivery teams, these inconsistencies translated directly into schedule risk and procurement inefficiency.

Innovation was also constrained. Without clear, transparent approval pathways that operated consistently at a national level, suppliers were reluctant to invest in developing new products for the Australian transport market. The lack of visibility into approval outcomes meant that hard-won assurance intelligence was often siloed rather than shared across organisations that could benefit from it.

The Core Problem

Multiple jurisdictions, multiple processes, multiple sets of expectations with no mechanism to share assurance outcomes or recognise equivalent work performed elsewhere.

Key Challenges Identified

- Different approval processes across jurisdictions
- Duplication of assessment effort
- Inconsistent governance arrangements
- Increased project delivery risk
- Delays in introducing innovation
- Limited transparency for suppliers
- Difficulty sharing assurance outcomes nationally

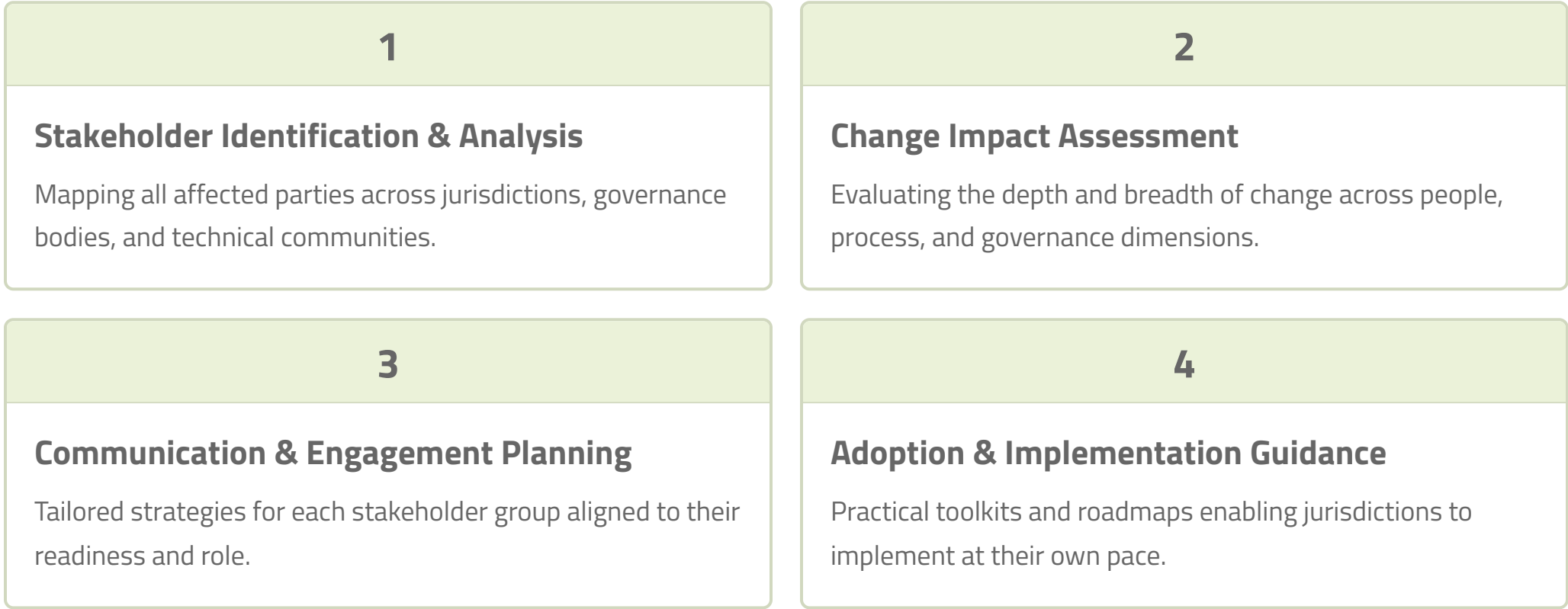
Supporting Framework Establishment and Adoption

STRUCTURED CHANGE ENGAGEMENT

Structured Change was engaged to provide organisational change management support throughout the development and implementation of the Product Type Approval Framework. This engagement was not a retrospective communications exercise it was embedded from the outset, ensuring that change considerations shaped the design of the framework itself as much as its subsequent rollout.

The scope of engagement spanned the full implementation lifecycle. This included identifying and analysing the broad stakeholder landscape across participating jurisdictions, assessing the nature and scale of change impacts for different groups, and designing communication and engagement strategies that reflected the varied contexts and readiness levels of each organisation involved.

Crucially, the work extended beyond planning and into practical enablement. Jurisdiction-specific adoption planning, readiness assessments, and implementation guidance were developed to ensure that each transport agency had the tools and support needed to move from awareness and understanding to genuine capability and sustained practice.



Leveraging International Best Practice

STANDARDS-BASED APPROACH

Structured Change integrated several internationally recognised standards to strengthen the rigour, credibility, and coherence of the PTAF approach. Rather than treating these standards as compliance requirements, they were applied as active design tools each contributing a distinct and complementary lens through which to develop the framework and guide its implementation.

ISO 55001 — Asset Management

Applied to embed whole-of-life thinking and value realisation into the framework's governance architecture.

- Risk-based decision making
- Governance and accountability
- Alignment with asset management systems
- Long-term value assurance

ISO 15288 — Systems Life Cycle Processes

Applied to define requirements, manage interfaces, and ensure lifecycle integration across the framework.

- Verification and validation support
- Improved traceability
- Interface management
- Requirements definition

ISO 10020 — Organisational Change Management

Applied to understand stakeholder impacts, build change readiness, and sustain behavioural change over time.

- Adoption strategy development
- Resistance management
- Capability uplift
- Sustainable behaviour change

- ① The integration of three complementary international standards provided a rigorous, defensible foundation that built confidence with both government stakeholders and industry participants across the national engagement.

More Than a Framework

UNDERSTANDING THE CHANGE

One of the key insights to emerge early in the engagement was that PTAF was not simply a technical framework requiring documentation and distribution. The changes it introduced were fundamentally organisational and behavioural in nature. New responsibilities would be assigned. Longstanding decision-making processes would be redesigned. Organisations that had historically operated in isolation would now be expected to collaborate, share intelligence, and recognise each other's work.

This insight shaped the entire approach. Framing the initiative as a purely technical or procedural update would have significantly underestimated the change management effort required and risked low adoption across jurisdictions. Instead, Structured Change positioned PTAF as a transformation across three interconnected dimensions, each requiring deliberate management.



People

New responsibilities and accountability structures required role clarity and targeted capability development. Stakeholders needed support to understand what PTAF meant for their day-to-day work and how their decision-making authority would evolve.

- New responsibilities
- New decision-making processes
- New collaboration requirements



Process

Standardised approval pathways replaced a patchwork of jurisdiction-specific processes. Shared governance arrangements and consistent assurance approaches needed to be designed with input from all affected parties to ensure practical workability.

- Standardised approval pathways
- Shared governance arrangements
- Consistent assurance approaches



Technology

While immediate digital integration was not the primary focus, the framework was designed with future digital enablement in mind establishing shared information requirements and creating improved visibility of approval outcomes across the national system.

- Future digital integration
- Shared information requirements
- Improved approval visibility

Creating Shared Ownership

NATIONAL STAKEHOLDER ENGAGEMENT

Successful implementation of a national framework demands more than technical consensus it requires genuine shared ownership. Structured Change facilitated a comprehensive, multi-layered engagement programme designed to bring all affected parties into the conversation early and maintain their involvement throughout the implementation lifecycle.

The breadth of stakeholder engagement reflected the complexity of the national change initiative. Participants spanned transport jurisdictions, asset owners, engineering authorities, technical specialists, product suppliers, governance representatives, and approval authorities. Each group brought different perspectives, concerns, and levels of readiness to the process all of which needed to be understood and addressed for the framework to achieve meaningful adoption.

Engagement activities were varied and purposeful. Workshops created space for collaborative problem-solving and joint framework development. Interviews surfaced context-specific concerns that would not have emerged in group settings. Readiness discussions helped individual jurisdictions understand their current capability relative to the framework's requirements. Governance reviews ensured that accountability structures were practically workable, not merely theoretically sound. Together, these activities created a shared understanding of both the framework itself and the broader change journey ahead.

Stakeholder Groups Engaged

- Transport jurisdictions
- Asset owners
- Engineering authorities
- Technical specialists
- Product suppliers
- Governance representatives
- Approval authorities

Engagement Activities

- Collaborative workshops and co-design sessions
- Individual and group interviews
- Readiness and capability discussions
- Jurisdiction-specific adoption planning sessions
- Governance structure reviews
- Ongoing feedback loops and progress check-ins

Enabling Local Adoption

THE JURISDICTION CHANGE TOOLKIT

A central insight of the PTAF engagement was that national consistency and local flexibility are not mutually exclusive — in fact, achieving one without the other is a recipe for either non-adoption or inconsistent practice. Structured Change developed a practical implementation toolkit designed specifically to address this tension, giving each jurisdiction the resources to adopt PTAF in a way that reflected their own context, maturity, and organisational readiness.

The toolkit was deliberately practical rather than prescriptive. Rather than imposing a rigid implementation sequence, it provided a set of modular resources that jurisdictions could apply according to their specific circumstances. This approach acknowledged that transport agencies differed significantly in their existing capabilities, governance structures, and change capacity and that a one-size-fits-all implementation guide would serve none of them well.



Readiness Assessment

Structured tools for evaluating current capability, identifying gaps, and surfacing implementation risks before adoption activities commence.



Change Planning Templates

Adoption roadmaps, stakeholder plans, and communication templates adaptable to each jurisdiction's scale and context.



Governance Resources

Accountability models, decision frameworks, and escalation pathways to support robust local governance arrangements.



Measurement Tools

Adoption metrics, change indicators, and success measures enabling jurisdictions to track progress and demonstrate value delivered.

- ✓ The toolkit enabled jurisdictions to tailor implementation to their local context while maintaining the national consistency that the framework was designed to deliver.

Benefits Achieved

OUTCOMES DELIVERED

The PTAF initiative established a meaningful foundation for improved collaboration, governance, and consistency across Australia's transport infrastructure sectors. The outcomes achieved reflected the combined impact of rigorous framework design and disciplined change management demonstrating that neither element alone would have been sufficient to deliver lasting value.

At the jurisdictional level, agencies reported greater alignment in their approval processes and improved confidence in the rigour and consistency of product assurance outcomes. The shared governance architecture provided transparency and accountability that had previously been absent, reducing uncertainty for both agencies and suppliers navigating the approval system. Duplication of assessment effort one of the most costly and frustrating features of the previous fragmented landscape was materially reduced as jurisdictions developed greater mutual recognition of each other's assurance work.

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Jurisdictions Engaged

Transport agencies across Australia brought into a shared framework and national adoption process.

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ISO Standards Integrated

ISO 55001, ISO 15288 and ISO 10020 applied as active design tools across the engagement.

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Toolkit Components

Practical, modular resources enabling tailored local adoption at scale.

→ **Greater alignment between jurisdictions**
Shared governance and standardised approval pathways replaced fragmented, jurisdiction-specific processes.

→ **Enhanced lifecycle thinking**
ISO 55001 integration embedded whole-of-life asset considerations into the approval process.

→ **Reduced duplication of effort**
Mutual recognition of assurance outcomes reduced the burden on agencies and suppliers alike.

→ **Improved readiness for future national collaboration**
A sustained capability uplift positioned jurisdictions to continue building on the framework's foundations.

What Made the Difference

KEY LESSONS LEARNED

Several critical success factors emerged consistently throughout the engagement patterns that distinguished the PTAF initiative from infrastructure governance programmes that achieve technical completion but fall short of genuine adoption. These lessons carry direct applicability to any organisation undertaking complex, multi-stakeholder change in asset-intensive environments.



Leadership Alignment

Visible sponsorship and active governance support from senior leaders across participating jurisdictions provided legitimacy and momentum. Without this, even well-designed frameworks risk being treated as optional rather than mandatory practice.



Early Engagement

Involving stakeholders before key implementation decisions were finalised meant that the framework reflected the practical realities of those expected to use it and that those stakeholders arrived at launch as advocates rather than sceptics.



Standards Integration

Using recognised international frameworks ISO 55001, ISO 15288, and ISO 10020 built confidence in the rigour of the approach and provided a common language that transcended jurisdictional differences.



Practical Tools

Providing jurisdictions with actionable, modular resources rather than abstract guidance enabled genuine progress. Implementation toolkits translated framework intent into tangible capability that organisations could apply immediately.



Focus on Adoption

Recognising that framework success ultimately depends on behavioural change and capability uplift not document publication shaped every aspect of the engagement design and delivery model.

Frameworks Deliver Value Only When People Adopt Them

CONCLUSION & CALL TO ACTION

The Product Type Approval Framework demonstrated that successful national infrastructure initiatives require considerably more than sound technical design. The PTAF experience confirmed a principle that experienced change practitioners recognise but that infrastructure programmes too often underestimate: the distance between a well-designed framework and a well-adopted one is almost entirely organisational and human.

Structured Change bridged that distance by combining organisational change management, asset management, and systems engineering disciplines into a coherent and mutually reinforcing engagement approach. This integration grounded in internationally recognised standards enabled the framework to be designed for adoption from the outset, rather than treated as an afterthought following technical completion.

For organisations now facing analogous challenges whether implementing new asset management systems, reforming governance frameworks, or driving national standardisation initiatives the PTAF experience offers a clear model: embed change management into the solution design, engage stakeholders early and continuously, and equip people with the practical tools they need to make the change real.

"If your organisation is implementing major asset, infrastructure, or governance initiatives, ensure adoption is designed into the solution from the beginning."

ISO 55001

Asset Management — whole-of-life value, risk governance, and accountability systems.

ISO 10020

Organisational Change Management — readiness, adoption, and behavioural sustainability.

ISO 15288

Systems Engineering — lifecycle integration, requirements management, and verification.

Governance & Capability

Assurance frameworks, accountability models, and capability development for infrastructure organisations.

About Structured Change

Organisational Change Management for Asset Management

Structured Change helps infrastructure-intensive organisations transform strategy into sustainable practice. We specialise in the intersection of organisational change management, asset management, and systems engineering bringing internationally recognised standards to life through practical, people-centred engagement.

Our work spans national infrastructure programmes, regulatory reform initiatives, governance redesign, and capability development always with a focus on ensuring that the frameworks, systems, and processes organisations invest in are genuinely adopted by the people responsible for delivering them.

Our Expertise

- ISO 55001 Asset Management implementation and governance
- ISO 10020 Organisational Change Management programmes
- ISO 15288 Systems Engineering lifecycle support
- Stakeholder engagement and communication strategy
- Change readiness assessment and capability development
- Governance, assurance, and accountability framework design

Our Approach

We integrate change management into solution design from day one not as a communications exercise, but as a core discipline that determines whether infrastructure investments deliver lasting value. Our engagements are evidence-based, standards-grounded, and relentlessly practical.

 Ready to ensure your next infrastructure or governance initiative is designed for adoption? **Connect with Structured Change** to explore how we can support your programme from strategy through to sustained practice.