



Structured Change Delivery Framework

The World's First Organisational Change Management Delivery Solution Specifically Designed to Embed Asset Management

The Structured Change Delivery Framework (SCF) integrates ISO 10020 Organisational Change Management, ISO 55001 Asset Management and practical implementation tools into a complete solution that helps organisations realise, adopt and sustain change.



Why Asset Management Transformations Fail

Most Asset Management initiatives invest heavily in systems, processes and technical compliance yet adoption remains stubbornly low. Organisations spend years implementing sophisticated asset management platforms only to find that the workforce hasn't changed how it works, leadership hasn't committed to new ways of governing, and the expected benefits remain unrealised. The problem is rarely technical. It is almost always human.

The gap between strategy and adoption is one of the most persistent and costly challenges facing asset-intensive industries today. Consultants deliver documentation. Vendors deploy technology. But without a structured approach to the people side of change, transformation stalls and the organisation reverts to its previous state the moment the engagement ends!



⚠ The Reality: Most Asset Management initiatives focus on technical compliance. Few focus on organisational adoption. SCF was specifically developed to solve this problem.

Introducing the Structured Change Delivery Framework (SCF)

ONE FRAMEWORK. ONE SOLUTION. SUSTAINABLE CHANGE.

The Structured Change Delivery Framework is a proven methodology purpose-built for asset-intensive organisations that need to move beyond compliance and achieve genuine, lasting change. SCF is the world's first integrated solution that combines ISO 10020 Organisational Change Management with ISO 55001 Asset Management creating a single, coherent pathway from strategy to sustainability.

What SCF Combines

- ISO 10020 Organisational Change Management
- ISO 55001 Asset Management
- ISO 10007 Configuration Management
- ISO 44001 Collaborative Business Relationships
- Organisational Capability Development
- Governance and Assurance
- Benefits Realisation
- Competency Development
- Sustainable Handover

Purpose-Built For

Infrastructure

Transport

Defence

Mining

Water

Energy

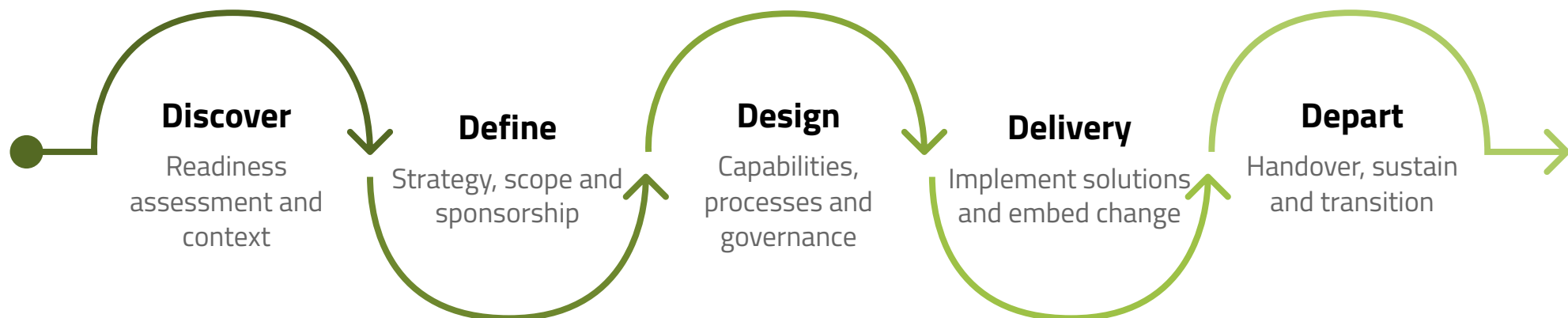
Government

Manufacturing

SCF Five Phase Model

A Practical Roadmap from Change to Capability

The SCF is structured around five clearly defined phases, each with explicit purpose, outputs and exit criteria. This ensures change is not just initiated it is designed, governed, delivered and ultimately owned by the organisation. The five phases create a complete lifecycle: from understanding the need for change through to transferring ownership and sustaining outcomes long after the engagement concludes.



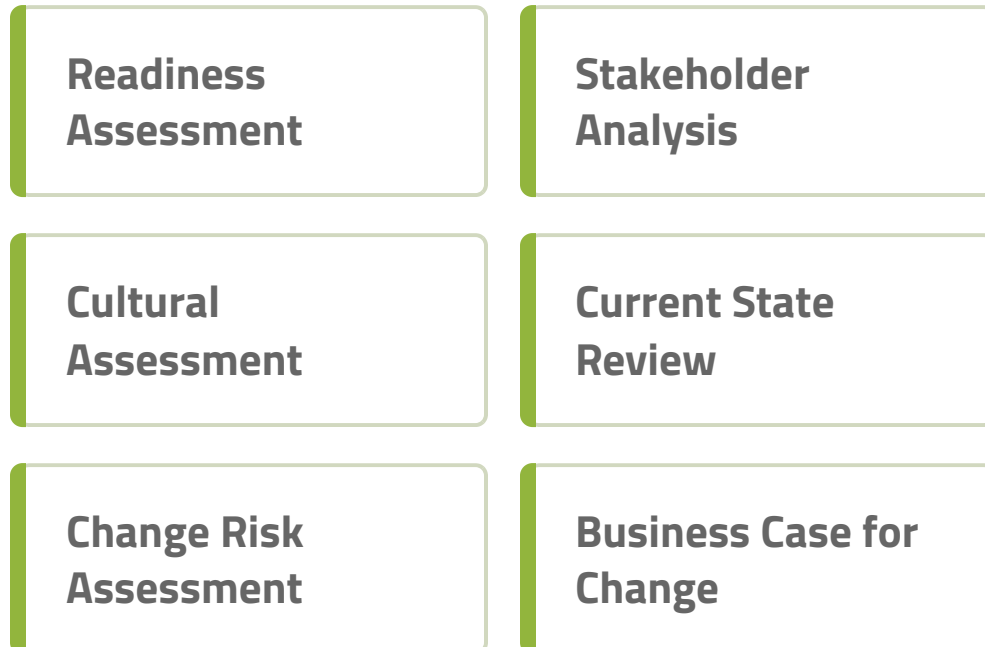
Each phase of the SCF is governed by defined exit criteria ensuring no phase is considered complete until the required outputs have been produced and validated. This discipline separates SCF from generic change approaches and ensures organisations build genuine capability rather than simply completing activities.

Phase 1 > Discover

UNDERSTAND THE CURRENT STATE AND READINESS FOR CHANGE

Before any change initiative can be designed, the organisation must develop a clear and honest understanding of where it stands today. The Discover phase establishes this baseline assessing current asset management maturity, identifying the stakeholders who will be affected, and surfacing the cultural and structural risks that could derail adoption. Without this foundation, change strategies are built on assumption rather than evidence.

Phase Outputs



Exit Criteria

- Need understood and documented
- Stakeholders identified and mapped
- Readiness level assessed
- Risks identified and documented

i The Discover phase prevents the most common cause of change failure beginning implementation before the organisation is ready to receive it.

Phase 2 > Define

CREATE THE STRATEGY AND SPONSORSHIP REQUIRED FOR SUCCESS

The Define phase transforms discovery insights into a clear, approved change strategy. This is where the future state is agreed, the benefits are quantified, and critically leadership sponsorship is secured. Without active and visible sponsorship from senior leaders, even the most technically sound change programme will struggle to gain traction. SCF's Sponsorship Framework provides a structured approach to identifying, engaging and sustaining the executive commitment that asset management transformation requires.

Phase Outputs

- Change Strategy
- Sponsorship Framework
- Stakeholder Engagement Plan
- Communication Strategy
- Benefits Framework

Exit Criteria

- Future state agreed by leadership
- Strategy formally approved
- Benefits defined and baselined
- Sponsors committed and active

Phase 3 > Design

DEVELOP THE CAPABILITY, GOVERNANCE AND STRUCTURES REQUIRED

The Design phase is where the solution takes structural form. Capability frameworks are developed, competency requirements are defined, and governance structures are established that will outlast the change programme itself. This phase is where SCF's integration of ISO 55001 is most visible translating the standard's requirements for competence, awareness and communication into practical organisational frameworks that leaders can govern and managers can implement.



Learning Strategy

A structured approach to building the knowledge, skills and behaviours required to sustain asset management practice across the organisation.



Capability Framework

Defines the competencies required at each level of the organisation, aligned to ISO 55001 requirements and operational context.



Governance Framework

Structures the decision-making, accountability and oversight mechanisms that embed asset management into business-as-usual operations.



Role Definitions

Clear definition of accountabilities, responsibilities and authority levels for all roles involved in asset management delivery.



Exit Criteria: Roles defined · Governance agreed · Measures established · Training developed

Phase 4 > Delivery

IMPLEMENT AND EMBED CHANGE

The Delivery phase is where strategy becomes action. Training programmes are deployed, communication campaigns are executed, and adoption is actively monitored against the baseline established in the Discover phase. This is not a passive rollout SCF's Adoption Dashboard provides real-time visibility of progress, enabling change leaders to identify resistance early, intervene where needed, and demonstrate benefits realisation to sponsors and stakeholders.

Phase Outputs

→ Training Programs

Deployed across target workforce cohorts with competency verification.

→ Communication Campaigns

Targeted messaging aligned to stakeholder needs and readiness levels.

→ Adoption Monitoring

Quantified tracking of adoption rates and behaviour change indicators.

→ Benefits Tracking

Active measurement against the benefits framework established in Define.

Exit Criteria

- Solution deployed to all target groups
- Adoption measured and evidenced
- Competence demonstrated
- Benefits realised and reported



Phase 5 > Depart

THE PHASE MOST CHANGE PROGRAMMES NEVER REACH

The Depart phase is what distinguishes SCF from conventional consulting engagements. Where most programmes conclude with a report and a handshake, SCF's Depart phase is a structured, governed transfer of ownership ensuring that the organisation is genuinely capable of sustaining and improving its asset management capability without ongoing external support. This is not disengagement. It is the ultimate evidence of successful change.

The Depart phase produces a Continuous Improvement Plan that ensures the organisation does not plateau after the engagement concludes, a comprehensive Lessons Learned review that builds institutional knowledge, and a Sustainability Review that confirms governance is operational and capability is embedded. Ownership is formally transferred, not assumed.

Handover Framework

Structured transfer of all frameworks, tools and governance mechanisms to internal owners.

Continuous Improvement Plan

Forward-looking roadmap ensuring the organisation continues to mature beyond the engagement.

Lessons Learned

Documented insights captured for future programmes and institutional knowledge.

Sustainability Review

Final confirmation that governance is operational and capability is genuinely embedded.

✔ **Exit Criteria:** Ownership transferred · Governance operational · Capability embedded · Improvement established

SCF Toolkit

Everything Needed to Deliver Sustainable Change

The SCF Toolkit is a comprehensive, integrated set of assessment instruments, planning tools, templates and frameworks each specifically designed for asset-intensive organisations. Unlike generic change management toolkits adapted from other industries, every component of the SCF Toolkit has been developed with the unique demands of infrastructure, utilities, transport and defence in mind. Practitioners receive not just methodology but practical, deployable tools that accelerate delivery from day one.

Change Readiness Assessment

Stakeholder Analysis Toolkit

Impact Assessment Toolkit

Sponsorship Roadmap

Communication Planning Toolkit

Change Risk Register

Learning & Capability Framework

Benefits Realisation Framework

Adoption Dashboard

Sustainment & Handover Framework

Asset Management Maturity Assessment

ISO 55001 Alignment Guide

**ADKAR | Kotters | Lewin | Kübler-Ross
Alignment Guide**

**Integrated Online Delivery Platform ISO 10020
Compliant**

International Standards Alignment

Built on Recognised International Standards

The Structured Change Framework does not exist in isolation. It is deliberately anchored to the two most important international standards governing organisational change and asset management ISO 10020 and ISO 55001. This alignment ensures that organisations adopting SCF are simultaneously building conformance with globally recognised best practice, strengthening their position with regulators, boards and stakeholders who expect adherence to international standards.

ISO 10020 Organisational Change Management

The international standard for organisational change management, providing the governance structure that ensures change is planned, sponsored, communicated and sustained with rigour.

- Change governance
- Stakeholder engagement
- Change strategy
- Communications
- Sustainment

ISO 55001 Asset Management Systems

The international standard for asset management systems, providing the leadership, planning and operational requirements that SCF translates into people and capability outcomes.

- Leadership and commitment
- Planning and objectives
- Governance structures
- Competence requirements
- Operation and improvement

Together, ISO 10020 and ISO 55001 form the backbone of the world's most comprehensive Asset Management Change solution. SCF is the methodology that makes them work together in practice.

Delivery Options

Flexible Engagement Models

SCF is available through three distinct engagement models, each designed to meet organisations where they are whether embarking on a major enterprise transformation, building internal capability through structured learning, or seeking a repeatable deployment platform for large-scale programmes. Every model is underpinned by the same proven SCF methodology and toolkit.



Advisory Solution

Full-service advisory engagement including toolkit access, facilitated workshops, capability assessments, executive coaching and governance support. Ideal for enterprise transformations and major infrastructure programmes requiring senior-level change expertise.



Learning Solution

Structured online training, certification pathways, templates and case studies aligned with [WPIAM](#) approved AAMC, CTAM courses. Ideal for organisations seeking to build internal change and asset management capability at scale.



Hosted Solution

Access to the complete SCF suite templates, assessments, dashboards, change requests and governance tools enabling large organisations to deploy the framework repeatedly across multiple programmes and divisions.

SCF Advisory Solution

Option 1 > Advisory

The Advisory Solution is the most comprehensive engagement model, providing organisations with direct access to expert SCF practitioners who guide, facilitate and coach the change programme from Discovery through to Depart. This model is designed for enterprise-scale transformations where the stakes are high, the complexity is significant, and the requirement for external expertise is clear.

What's Included



Full SCF Toolkit



Facilitated Workshops



Capability Assessments



Executive Coaching



Governance Support

Ideal For

Enterprise transformations and major programmes in infrastructure, utilities, transport and defence where senior change leadership is required alongside technical asset management expertise.

Outcome

A governed, sponsored and delivered change programme that transfers sustainable capability to the organisation.



SCF Learning Solution

Option 2 > Learning and Adoption

The SCF Learning Solution is designed for organisations that want to build genuine internal capability in both organisational change management and asset management. Rather than relying on external practitioners to deliver change, this model develops the internal workforce to understand, apply and sustain the SCF methodology creating lasting capability that compounds in value over time.

Ideal For

Organisations undertaking capability uplift programmes, building internal change management functions, or seeking to align their workforce with Asset Management certification pathways.

What's Included

- Structured online training modules aligned to the SCF five-phase model
- Practical templates for immediate application
- Real-world case studies from asset-intensive industries
- WPIAM Certification pathways aligned to AAMC, CTAM.



**Understanding Asset
Management**



Applying Asset Management



Leading Asset Management

SCF Enterprise Licence

Option 3 > Hosted and Managed

The hosted solution is designed for large, asset-intensive organisations that run multiple change and asset management programmes simultaneously or sequentially across a portfolio of capital projects, system implementations or organisational restructures. Rather than engaging external practitioners for each programme, this allows access to the complete SCF platform, enabling internal teams to deploy the framework with consistency, rigour and speed.



Hosted Solution

Unlimited use of the complete SCF framework and methodology for your organisation without restriction.



Templates & Assessments

Full suite of SCF assessment instruments and planning templates, ready to deploy across any programme.



Adoption Dashboards

Real-time adoption monitoring dashboards configurable to programme and organisational requirements.



Integrated Risk Management

Integrated change risk management (people, process, technology, data, managed across all five phases.

Trusted Across Critical Sectors

PROVEN ACROSS ASSET-INTENSIVE INDUSTRIES

The Structured Change Framework has been applied and tested across the full breadth of asset-intensive industries from large-scale government infrastructure programmes to complex utility transformations and defence asset management implementations. This depth of sectoral experience means SCF practitioners understand not just change management in the abstract, but the specific organisational, regulatory and operational dynamics that shape change in each industry.



Transport

Rail, roads, ports and airports asset-intensive, safety-critical, and highly regulated environments where adoption failure carries significant consequences.



Defence

Complex asset portfolios, long lifecycles and stringent governance requirements where competency and capability are mission-critical.



Water & Utilities

Publicly accountable, performance-regulated organisations where asset management maturity directly impacts service delivery and community outcomes.



Government

Public sector agencies managing large, complex asset portfolios under Treasury and regulatory frameworks including NSW TPP 19-07 and the Victorian AMAF.

Our Philosophy

We Design for Handover, Not Dependency!

The philosophy that underpins every SCF engagement is simple: we measure our success by whether the organisation no longer needs us. Too many consulting firms intentionally or otherwise build programmes that create dependency. Frameworks that only practitioners can navigate. Governance structures that require ongoing external facilitation. Capability that never transfers inward. SCF is built on a fundamentally different premise.

From the first day of a Discovery engagement, every deliverable, every workshop and every coaching conversation is oriented toward a single outcome: the organisation owns this capability. When the engagement concludes, the governance is operational, the internal change leaders are competent and confident, and the frameworks are embedded in the way the organisation works not stored in a consultant's briefcase.

What Clients Receive

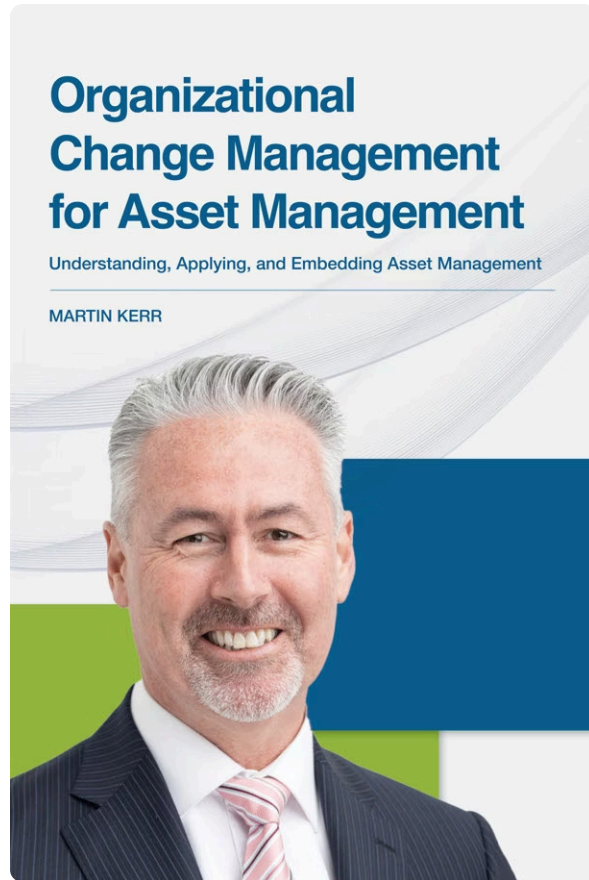
Capability	Confidence
Governance	Competence
Sustainability	

The Outcome

Change that becomes business as usual. Asset management that the organisation owns, governs and improves permanently.

Framework Creator

About Martin Kerr



Demonstrated operational and leadership experience in multiple roles, across multiple sectors, around the world.

If your change leader doesnt have operational experience, it may be time to rethink your approach?

If you cant explain the **WHY** then dont try!

If you cant define the **WHAT** then stop!

Martin Kerr is one of the world's leading authorities on asset management and organisational change a practitioner, standard-setter and educator whose career spans more than three decades across some of the most complex asset-intensive environments globally. His unique contribution is the integration of organisational change management with asset management into a single, coherent methodology that organisations can implement, govern and sustain.

Convenor, ISO 55001:2024

Asset Management System the international standard for asset management.

Technical Director, WPIAM

World Partners in Asset Management global thought leadership in the discipline.

Author

Organisational Change Management for Asset Management the definitive practitioner guide.

Founder, Structured Change

Developer of the Structured Change Framework and SCF Advisory, Learning and Enterprise platforms.

30+

Years Experience

Asset Management, Organisational Change, Reliability and Governance

2

ISO Standards

Active leadership across ISO 55001 and ISO 10020 international standards

8+

Sectors

Transport, Defence, Water, Utilities, Energy, Mining, Services, Government

Client Outcomes

What Success Looks Like

The ultimate measure of SCF is not the quality of the methodology or the comprehensiveness of the toolkit it is the outcomes achieved for clients. Across every sector and engagement model, SCF is designed to produce tangible, measurable improvements in adoption, capability, governance and value realisation. These are not aspirational outcomes. They are the defined purpose of every phase, every tool and every engagement.



Adoption Focus

Every SCF engagement is designed with adoption not just implementation as the primary measure of success.



Handover Design

Every programme is architected from day one to transfer ownership and capability to the organisation.



Standards Aligned

All SCF deliverables align simultaneously to ISO 55001 and ISO 10020 requirements.

- **Improved Asset Management adoption across the organisation**
- **Stronger and more visible leadership and sponsorship**
- **Higher workforce engagement and capability confidence**
- **Fit for purpose governance outcomes embedded into business-as-usual**
- **Effective benefits realisation and sustainable ownership transfer**

Ready for Asset Management Success?

The Structured Change Framework (SCF)

The world's first Organisational Change Management Delivery Solution specifically designed to embed Asset Management.

Transforming Asset Management requires more than systems and processes.

It requires people, leadership, governance and capability!

Structured Change Pty Ltd

www.structuredchange.com.au