

# Case Study: As-Built Information Delivery

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LEARNING LEGACY

## London Bridge Station Redevelopment

### ***Recommendations for future projects to improve the planning, management and delivery of as-built information during the close out phase***

As-built drawings are revised sets of drawings submitted by a contractor upon completion of a project or job. They reflect all changes made in the specifications and working drawings during the construction process, detailing the exact dimensions, geometry and location of all elements of work completed under the contract.

The close out phase revealed inefficiencies in the planning and management of the delivery of as-built information at the end of the London Bridge project. Noncompliance of the final deliverables to Network Rail standards led to re-work and minor delays, proving costly.

#### **1. Key challenges**

- The lack of a central database for identifying the individual drawings made forecasting and reporting more difficult than it needed to be
- The lack of clearly defined project deliverables, or the models not being fully understood by the CAD team, led to multiple changes to check sheets and agreed workflows
- The lack of visibility of how offshore CAD teams were being managed, briefed and controlled
- CAD products which were not compliant with Network Rail standards at GRIP 5. Compliance work transferred to GRIP 6 but was still not visible to the project management team until that time. Subsequently, CAD compliance workload exceeded the workload to create as-builts.

#### **2. Recommendations for future projects**

The following recommendations, based on the direct experiences of the London Bridge Station Redevelopment project team, will result in a more systematic and efficient delivery of as-built drawings:

- Define a data management strategy early, including software, protocols and processes – a direct lesson from the experience of the London Bridge project team
- Appoint a Technical CAD Lead, from within the procurement and construction organisation, to be accountable for all CAD deliverables throughout the project lifecycle. It is not acceptable for this lead to be from within the supply chain – particularly if the rest of the project team subsequently 'disengages' from the CAD workstream
- Achieve compliant products at GRIP 5 more robustly
- Boost management visibility for the work of offshore teams including Skype and in-person visits as necessary, to establish face-to-face relationships and provide CAD Standard training in situ.

#### **Author**

Case Study produced by Uzoma Dike, Network Rail Development Manager, October 2018.

#### **Further information**

For more information on this Learning Legacy case study please email [contact@thameslinkprogramme.co.uk](mailto:contact@thameslinkprogramme.co.uk)