



**Building Capabilities** in Complex Environments



HS2's approach to BIM and Beyond...

# Britain's New High Speed Railway

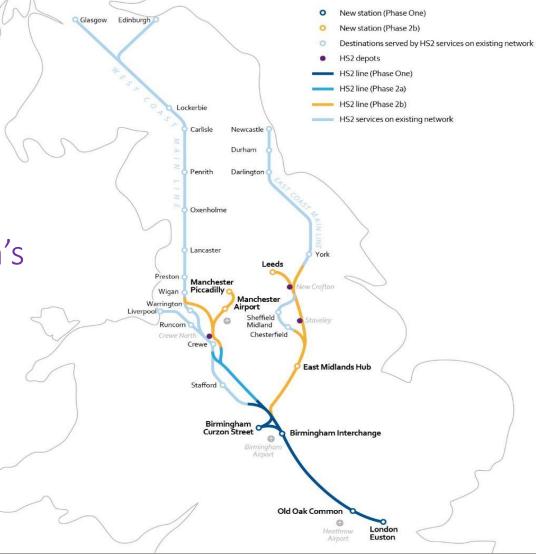






the new backbone of Britain's

rail network







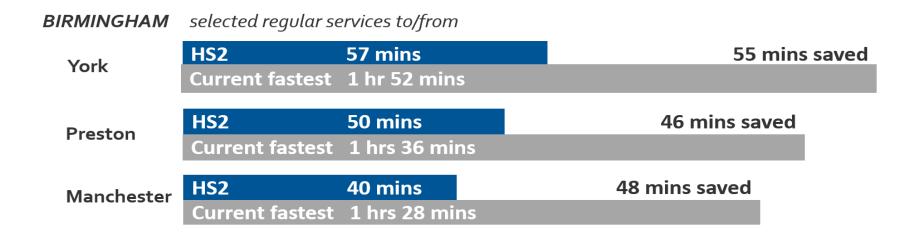


# Fast, Frequent & Reliable





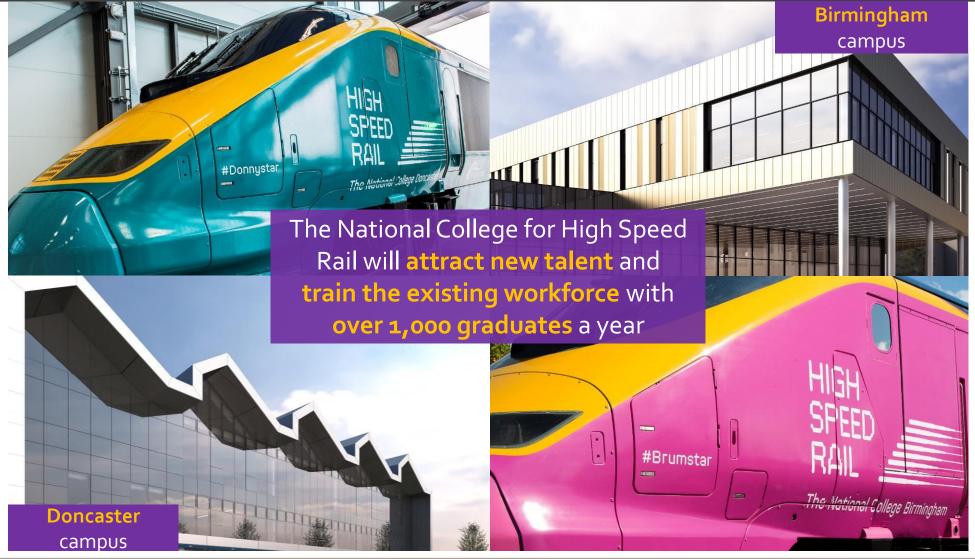
LONDON	selected regular services	s to/from					
Manchester	HS2	1 hour 7 mins	1 hour saved				
	Current fastest	2 hrs 07 mins					
Liverpool	HS2	1 hour 34 mins	40 mins saved				
	Current fastest	2 hrs 14 mins					
Leeds	HS2	1 hour 21 mins	50 mins saved				
	Current fastest	2 hrs 11 mins					



# National College for High Speed Rail











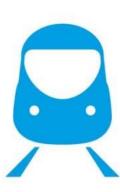












DESIGN & SERVICES

**TUNNELS** 

SURFACE ROUTE

**STATIONS** 

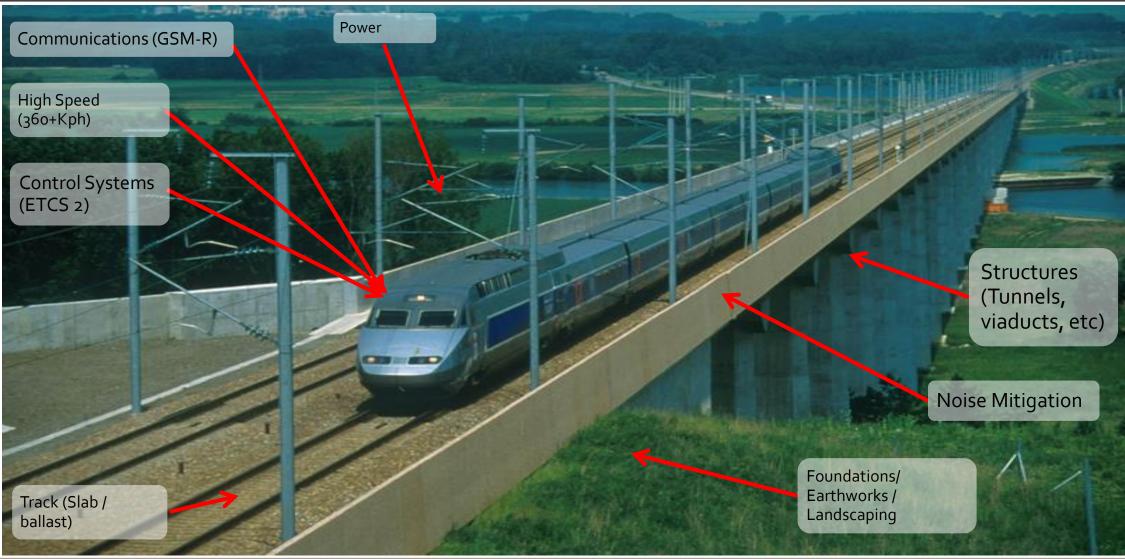
RAILWAY SYSTEMS

ROLLING STOCK

# HS2 – A Complex System



















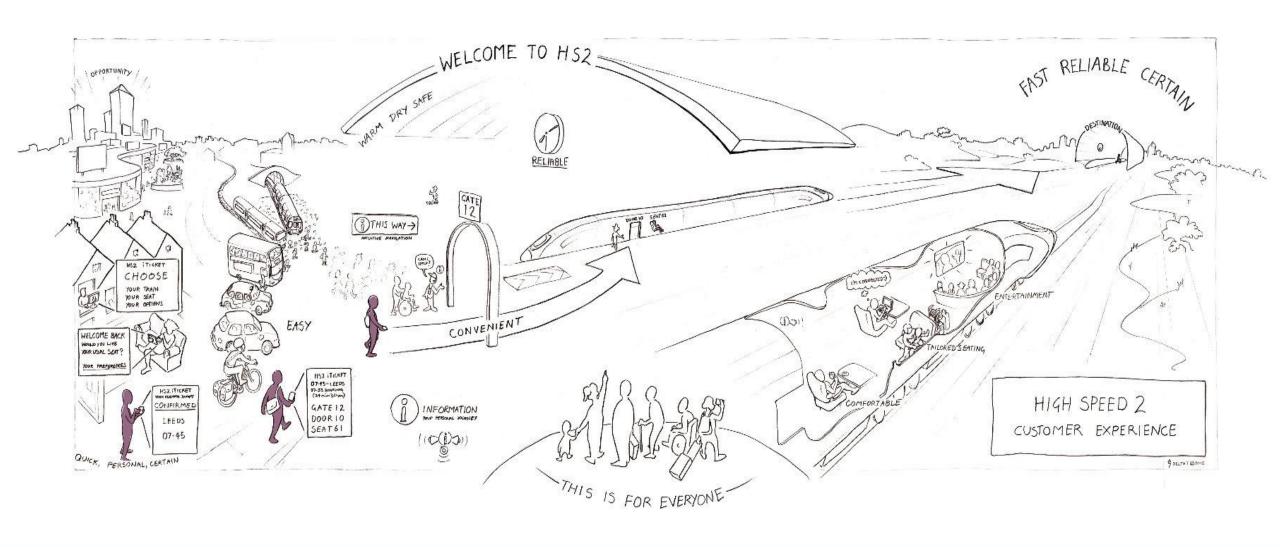




# Asset Management & Passenger Experience











## **Project & Asset Information Model**

# **BIM Information** Management

Data Exchange Protocol

Data Standards & Metadata

Information Requirements

Common Data Environment

Collaboration Process

**Data Exchange Points** 

**Data Format** 

Security

**Contractual Agreements** 

**Prequalification Questions** 

Invite to Tender

Governance

Provenance

Assurance

Mobility

# **BIM Information** Modelling

3D (Design), 4D (Time), 5D (Cost) 6D (Carbon)

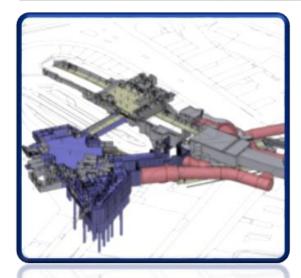
Whole Life Cycle Management



Inception | Design | Build | Operation & Maintenance | Decommission

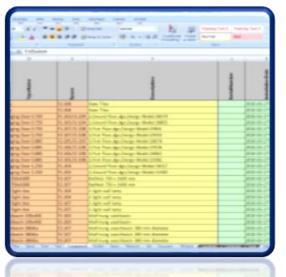






**Graphical & Spatial** Data

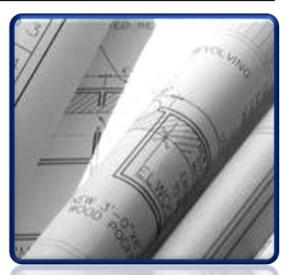
CAD and GIS



Non-Graphical Data

Asset Register

gViewer



Enterprise Bridge

Documentation

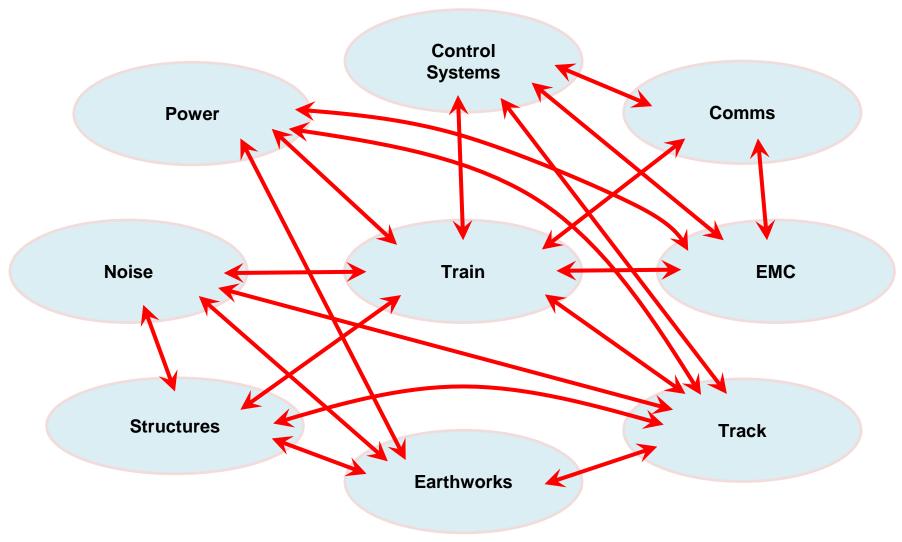




A systemic and temporal digital representation of the physical and operational railway, along with information on its functionality and utilisation through an integrated environment in which high quality, reliable and accurate graphical and non-graphical data is made available to everyone through an appropriate, secure, role-based, user-focused interface for



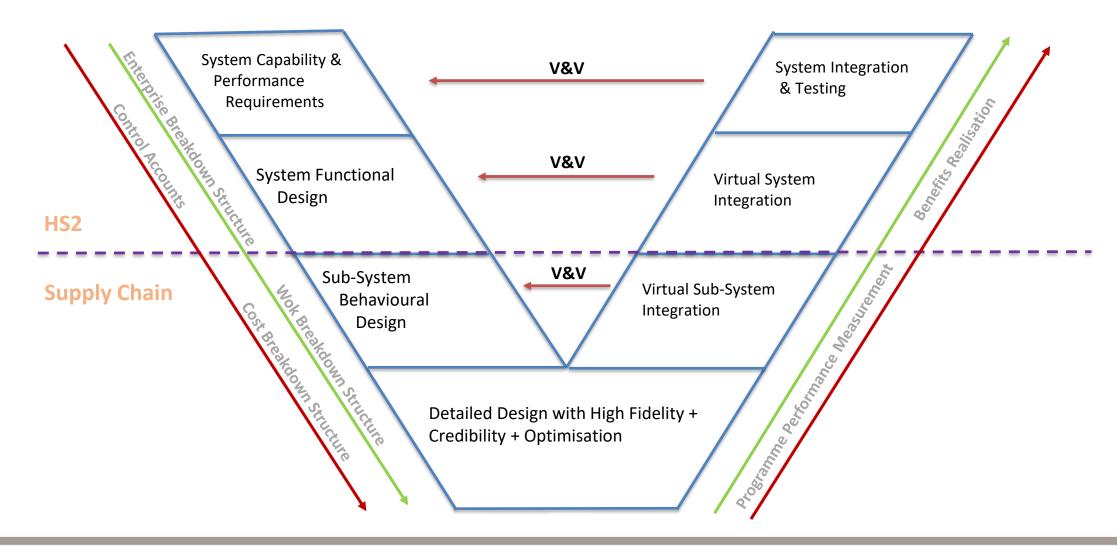




# A Systems Engineering Approach



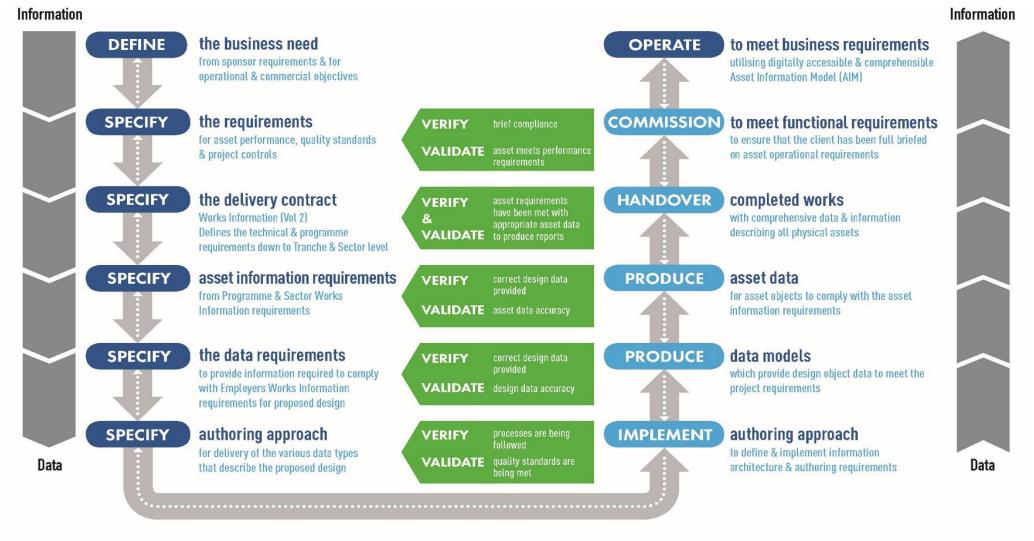




# Where Systems Engineering meets BIM!



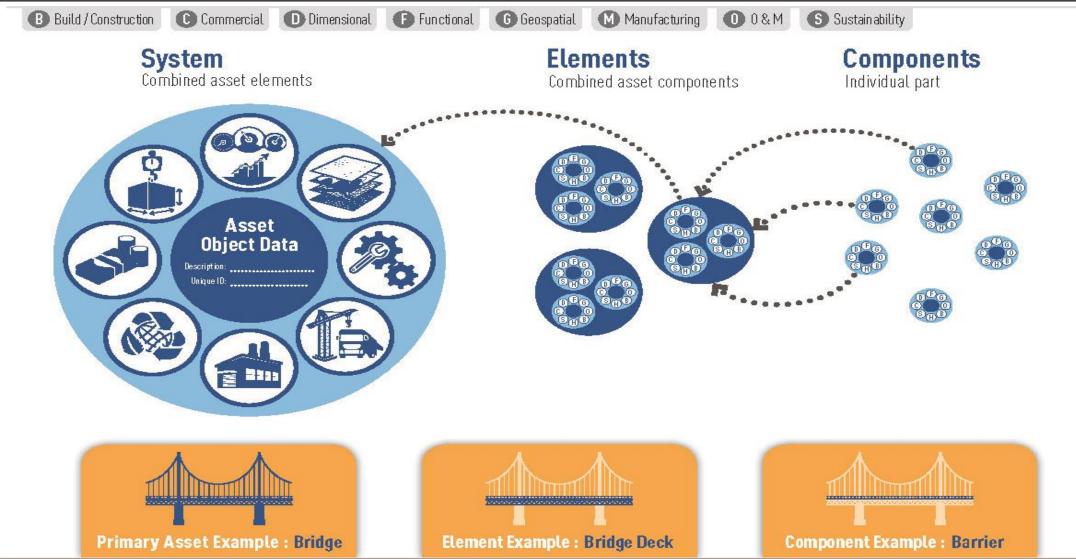




# Object-oriented System/Asset Breakdown



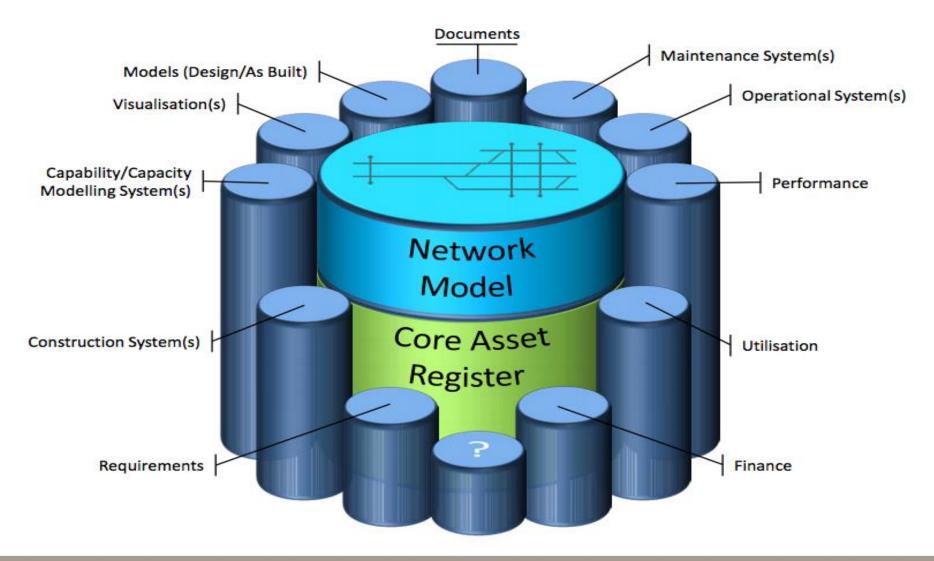




# Asset Information – the heart of the Virtual Railway

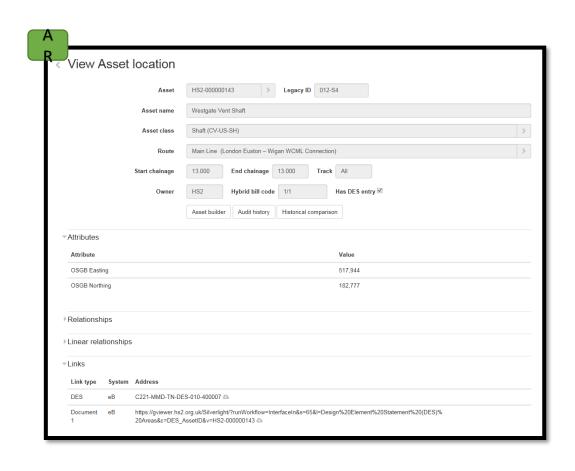






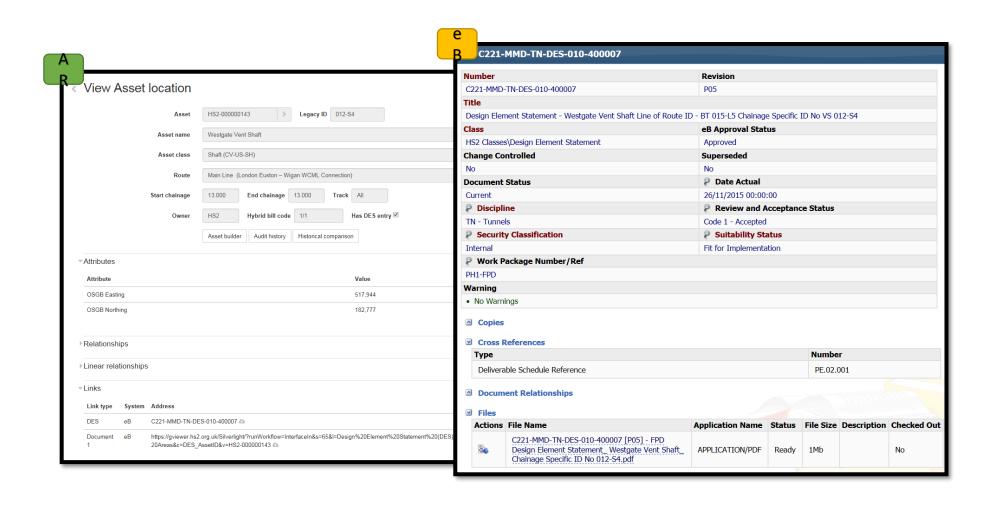






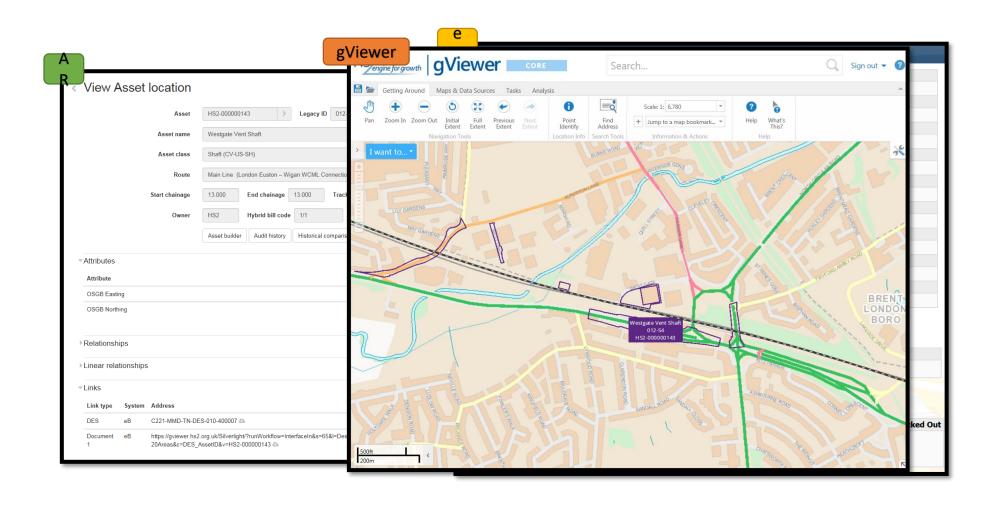






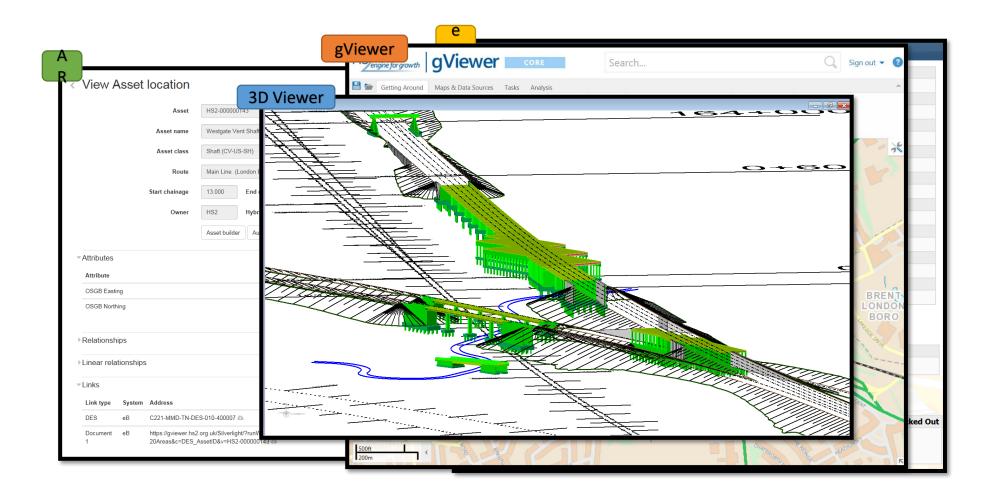








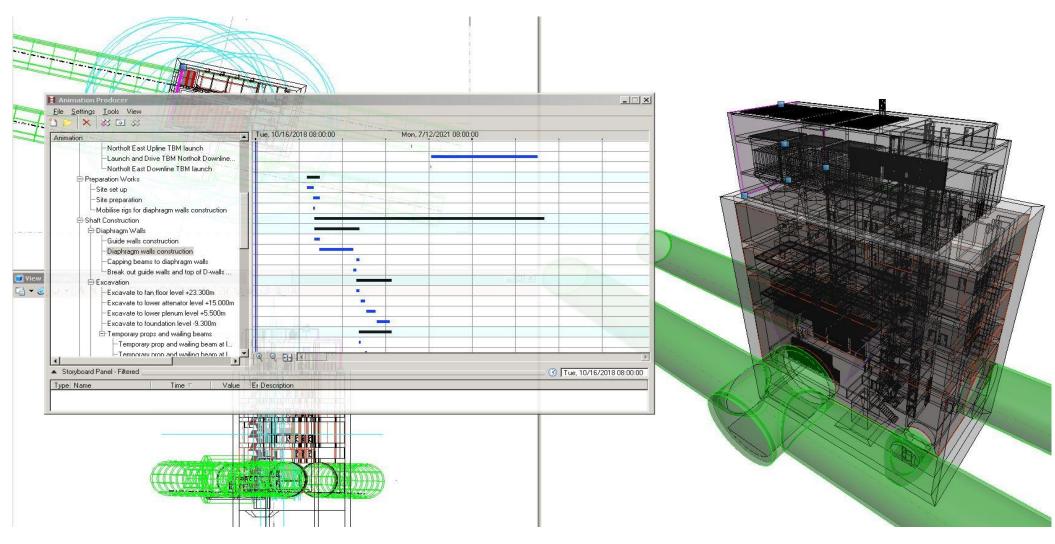




# Integration with Time (4D)



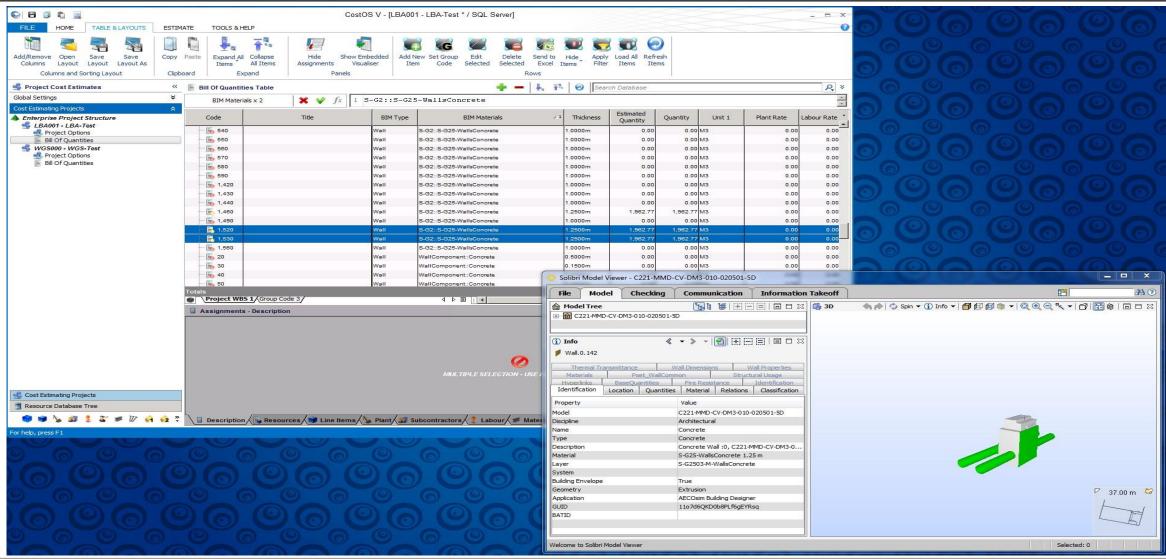




# Integration with Cost (5D)





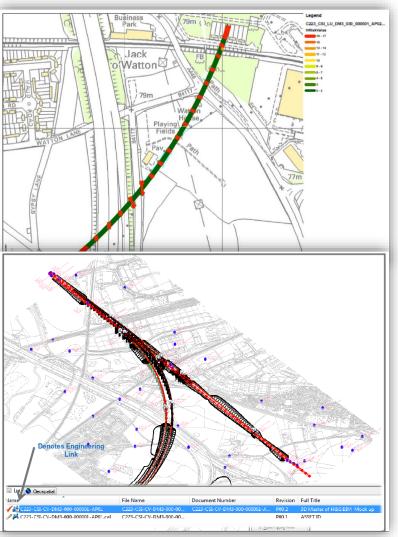


# Integration with Health & Safety





Agent	Pathway	Work	Health outcome	Latency	Severity	Frequency	Rating	Mitigation/ERIC	Expert advice	Residu
As bestos	inhalation	removal, maintenance	cancers, lung disease	long	4	F	(S x F)	specialist contractors	Hygienist, toxicologist	
Chemicals	absorption, ingestion, inhalation	contaminated land, cleaning, maintenance	cancers, body effects, accumulation, skin	acute and chronic	5	F	(S x F)	lower risk alternatives, buying policy, COSHH	Hygienist, toxicologist	
Compressed Air	air pressure affecting organs	tunnellers, caisson workers	decompression sickness, bone, ears and sinus	acute	5	F	(S x F)	Elimination	OH Doctor, specialist	
Computer/ user interface	musculo-skeletal overuse, ergonomics	designers, managers, supervisors, control rooms	stress, upper limb disorders, headaches, fatigue	chronic	2	F	(S x F)	DSE assessments	OH specialist, Ergonomist, Physiotherapist	
Dust	inhalation	sawing, drilling, mobile work equipment, welding	cancers, lung disease	acute, chronic, long term	5	F	(S x F)	avoid cutting, off site contractors, dust supression, dampening down	Hygienist, toxicologist	
Fumes	inhalation	sawing, drilling, mobile work equipment, welding	cancers, lung disease	acute, chronic, long term	5	F	(S x F)	avoid cutting, off site contractors, dust supression, dampening down	Hygienist, toxicologist	
Noise	ambient and industrial noise	impact noise and machinery	tinnitus, hearing loss	acute and chronic	2	F	(S x F)	buying policy, enclosure, dampening, maintenance	Audiomotrist, specialist	
Radiation (ionising)	absorption, ingestion	x rays	radiation sickness	chronic	4	F	(S x F)	encolsure	Radiation officer	
Radiation (non ionising)	absorption	working outside	skin cancers	latent	4	F	(S x F)	cover up, avoid midday work	Occupational health specialist	
Repeated moving/handling, lifting	musculo-skeletal overuse, ergonomics	digging, carrying, erecting	ovveruse syndrome, back pain	acute and chronic	3	F	(S x F)	use smaller weights, mechanical handling, more space requirements	Ergonomist, OH specialist	
Resins, two pack paint	inhalation	painting, epoxy	asthma, allergic response, irritation	acute and chronic	4	F	(S x F)	buying policy, less hazardous paints, enclosure	Hygienist, toxicologist	
Shift work	circadian rhythms	tunnellers, road workers	cancers, fatigue	unknown	4	F	(S x F)	Type of shift programme	OH Doctor	
Stress		overload, pressure, events, support	mental health issues, depression, anxiety	chronic	2	F	(S x F)	stress RA	Psychologist, Counsellor	
Vibration	direct transmission of vibration	sit on vehicles, hand held equipment	low back pain, HAVs, white finger	chronic	2	F	(S x F)	bench mounted tools, maintenance of tools and consumables	OH Doctor	
Zoonosis	ingestion,	outside workers, GI, ground workers	disease, death, disability	acute	3	F	(S x F)	Avoid, vaccinations	Local GP/Hospital, OH	



# Common Data Environment (CDE)







**835** primary assets

**0.6bn** spatial records

923,678 design/CAD models

25Tb technical data

# CDE – Client vs. Contractor





	CDE Integrated Information Exchange Hub - enhance integration functionality							
	еВ	Project Wise	AIM	GIS				
HS <sub>2</sub>	HS <sub>2</sub> hosted	HS <sub>2</sub> Hosted	HS2 Hosted	HS2 hosted				
Tier 1	Tier 1 chosen system	Tier 1 chosen system	Tier 1 chosen system	Tier 1 chosen system				
Tier 2								
Tier 3								
Tiern								





Leadership

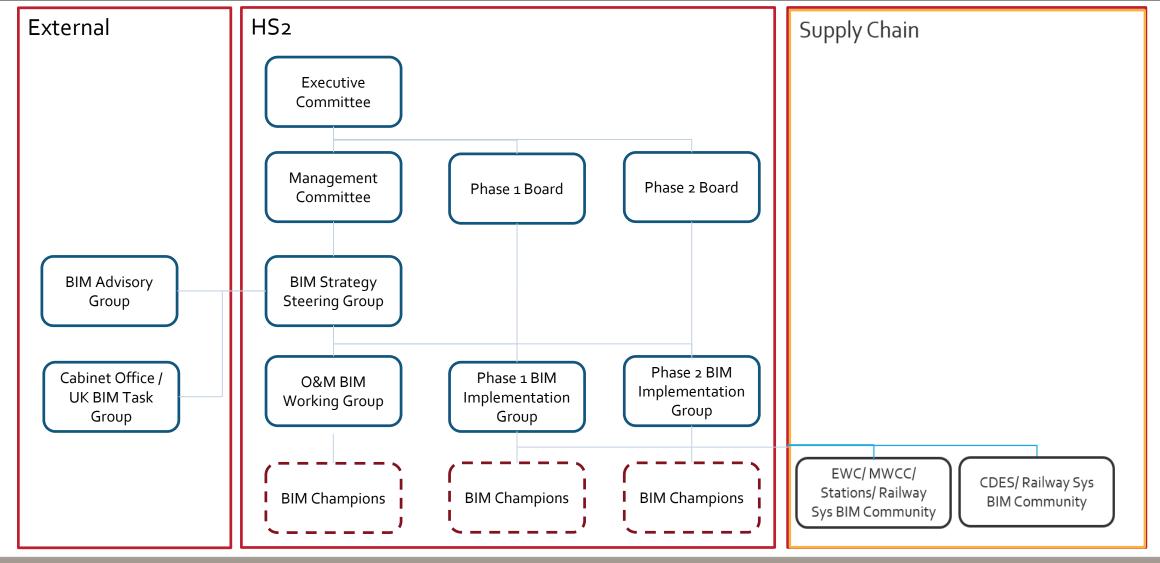
Upskilling

Future-Proofing

# Our expectations from the Supply Chain







# **BIM Upskilling Portal**





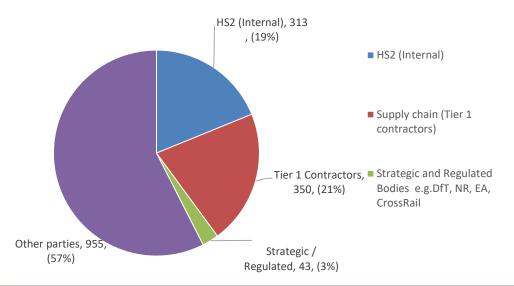
### www.bimupskilling.com What does BIM mean to HS2?

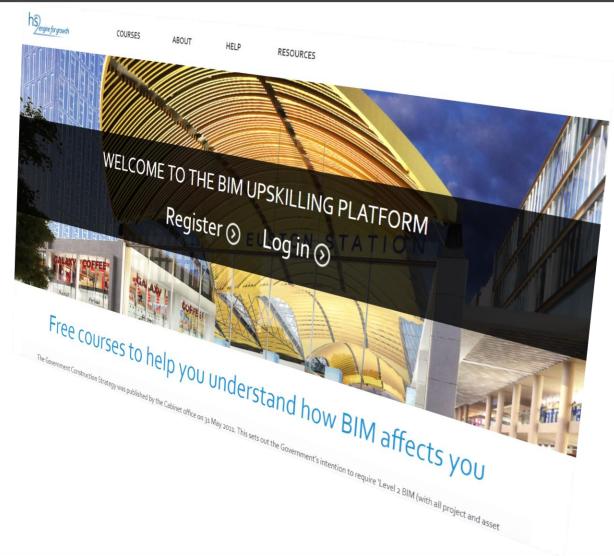
### Delivering High Speed Two With BIM | Professor Andrew McNaughton

"We've decided to bet the shop on building information modelling (BIM)". Join Professor Andrew McNaughton, Technical Director of High Speed Two, for a look at how BIM is shaping the design, delivery, operation and maintenance of Britain's latest high speed railway.



# BIM Upskilling Platform: Total Numbers of Registered Users Oct 17- (1661)









# "BIM is our lifeblood.... Our central nervous system"

Professor Andrew McNaughton Technical Director, HS2 Ltd















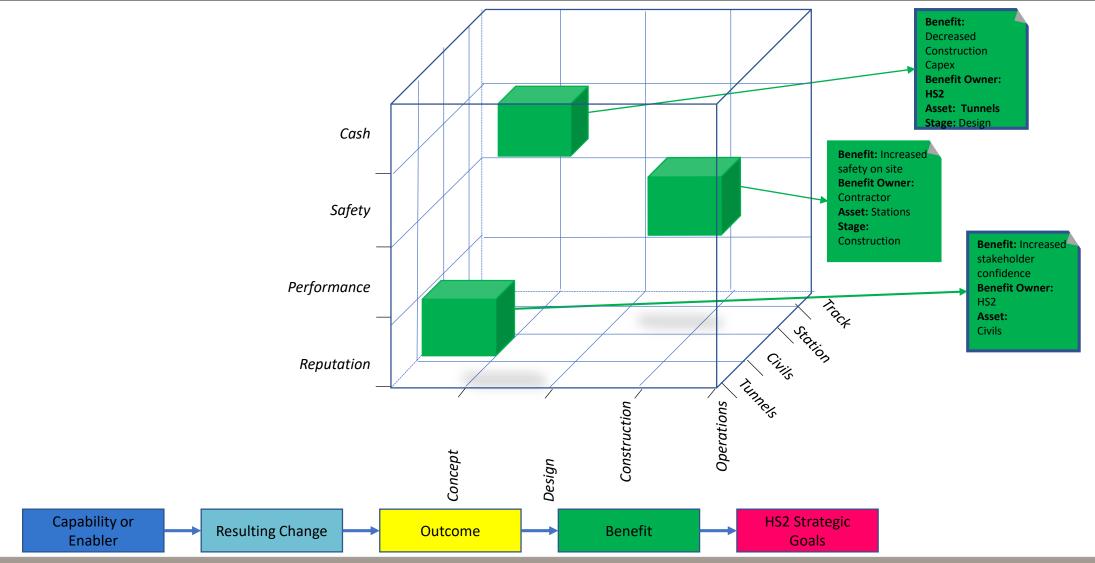




# Benefits Identification & Mapping







# BIM Performance Indicators & Reporting





			_	Benefits Ref:	Objective	Indicator	Measurement	Description of activity/measurement	Activity stage	Measurement Owner	Measurement Type	Supply Chain Collection method	n HS2 Assurance method
A consistent approach to the ways in which data requirements are defined and how datais procured	A consistent data- driven approach to the production, management and delivery of the Project Information Model (PIM) thatir structured such that it can be efficiently shared and reward	Arrurances and validation of the quality, integrity and completeness of the design and construction through the utilization of an up to date and validated PIM	lmg errer health and rir through t of an up valid			Agreed BIM Execution Plan (BEP) in place for each Contract	Ratio of BEPs reviewed with a status code of 1,2 or 3 -	The BIM Execution Plan (BEP) is a live document completed by the Tier One Contractor/Consultants and agreed with the Employer. The initial BEP is completed at project start up and continues to be updated throughout the contract. Reporting measures will reflect the current versions of the BEPs as reviewed by the Employer at formal stage gates. Additional guidance on completing a BEP will be made available through the HS2 BIM Upskilling Platform in due course to support this activity.	Procurement	HS2BIM Team	Quantitative	Not applicable	BEP Assurance
						All relevant BIM roles and responsibilities are in place to deliver on the project	% of PAS1192:2 roles/responsibilities that are assigned on the project	Named individuals are assigned on HS2 Ltd initiatives to all relevant roles and responsibilities as documented in PAS1192.2 Specification for information management for the capital idelivery phase of construction projects using building information modelling and the Employers BIM Requirements (EBR). How these roles will be assigned and managed should be documented in the Tier One Contractors/ Consultants BEP. It is expected that this activity will mature over time with more responsibilities being assigned as the project progresses. Further	Procurement	HS2 BIM Team	Quantitative	Not applicable	BEP Assurance Audit
	Common Data	Completeners of the	Health:					information on BIM Roles and Responsibilities will be made available through the HS2 Ltd BIM Upskilling platform in due course.					
Agreed BIMExecution Plan in place for each Contract	Environment platform in place to manage, share and rewse Project and Asset Information	ProjectInformation Model	Rirkiden vira	B1.2c B1.2b	OB1 A consistent approach to the		Evidence of comprehensive and unambiguous Employers BIM Requirements issued to Tier One Contractors/Consultants	Employers BIM Requirements (EBRs) are issued by the Employer as part of the contractual documentation on all HS2Ltd initiatives. The quality and completeness of the EBRs issued will be included as a measure in Tier One Contractors/Consultants reporting at project start up and reviewed against the completeness of information contained within Tier One Contractors/Consultants Master Information Delivery Plans (MIDP) as a response to the	Procurement	HS2 BIM Team	Quantitative	Not applicable	Contract Readiness BEP Assurance
All relevant BIM roler and responsibilities are in place to deliver on the project	Canzistent Camman Data Environment Processes in place	Quality and Intogrity of the Project Information Model	Uro of Di suppo manufact fab	B1,5 B2,3	ways in which data requirements are defined and how data is procured	Comprehensive and unambiguous BIM Requirements are issued and agreed	Ratio of Employers BIM/Information Requirements issued by Tier One contractors to relevant supply chain organisations	Tier One Contractors/ Consultants issue packaged BIM requirements to all relevant organisations within their supply chain. This includes as a minimum all Employer BIM requirements as relevant to the Contract and supplying organisation. Tier One Contractors / Consultants should identify the current supply chain management arrangements and agree the relevant supply chain organisations to which the BIM requirements will be cascaded. This should be proportionate to the information required and the works to be completed by the	Procurement	Supply Chain HS2 BIM Team	Quantitative	Self- assessment	Audit
Comprohenzive and unambiquour BIM requirements are izzued and agreed	Callabarative production of the Project Information Model and Azzet Information Model in a Common Data	All information in the Common Data Environment ir compliant with BIM Standardr	BIM tochn totrain Hoalth				Evidence of a data driven and structured approach to requirements management	supplying organisation.  HS2 Ltd aspires to move away from document-based ways of working to data-driven management of information. Tier One Contractors / Consultants should provide evidence that the Employer's BIM Requirements are managed as part of the wider requirements management framework in a single and controlled environment.  Where possible, identified deliverables should be linked back to pertinent requirements to support the Validation & Verification process.		HS2 BIM Team	Qualitative	Self- assessment	Audit
BIM protocol in place uith all Contractors	Environment  Project Information  Model ir available via  the Common Data  Environment to		Arrotr Hoalt Ri			BIM protocol in place with all Contractors	Ratio of BIM Protocols issued to relevant supply chain organisations	The BIM protocol provides the legal framework through which the BIM requirements are delivered on contracts.  Tier One Contractors/ Consultants should identify the current supply chain management arrangements and agree the relevant supply chain organisations to which the BIM Protocol will be cascaded. Where information requirements have been issued to an organisation, the BIM Protocol should form part of the legal documentation to support the delivery of these requirements.	Procurement	Supply Chain HS2 BIM Team	Quantitative	Self- assessment	Audit
	appropriate end wers				I	I	Fuidence that a robust CDF platform is in	Tier (The Contractore) Consultants implement a robust CDF to enable production, evolvance usisualisation	Mobilisation	HS2 RIM	Muslitatina	Percention	RFP

# **End State Objectives**





 Seamless handover of a precise, verified, representation of assets from Construction to Operations & Maintenance

2022

2023

2025

2024

 Fully functional and integrated Asset Management System

2020

2021

 Transition from reactive to predictive maintenance supported by a 'Virtual Railway'

2019

2018

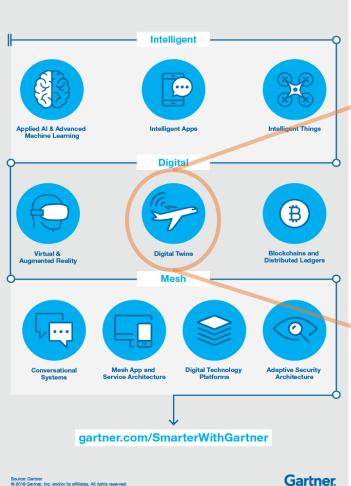
2017

# Delivering high performing Assets

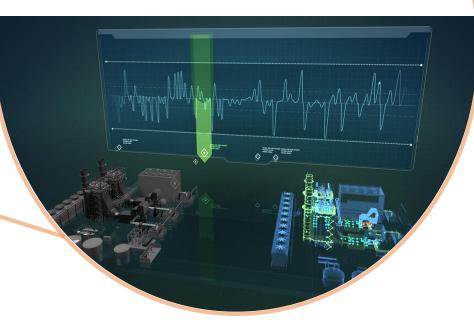




# Top 10 Strategic Technology Trends 2017



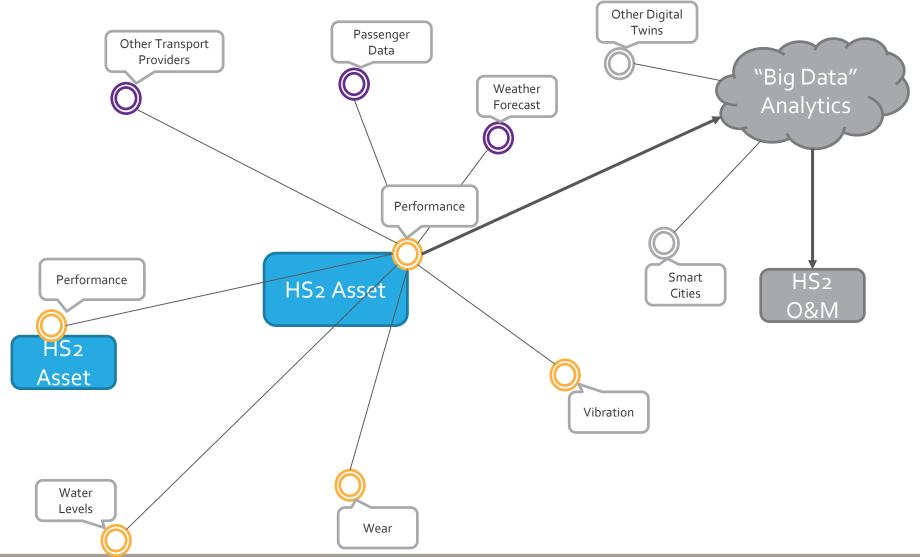
"A digital representation of the physical and operational railway to provide the link between the virtual and real world, potentially in real time"



# Smart City & accurate Real-Time asset Information







# Construction - As-Built





- Laser scanning to validate as-built asset
- Comparison to 3D design model
- Process could be used to assess progress against construction schedule





2026

2025

2024

2023

022

2021

2020

2019

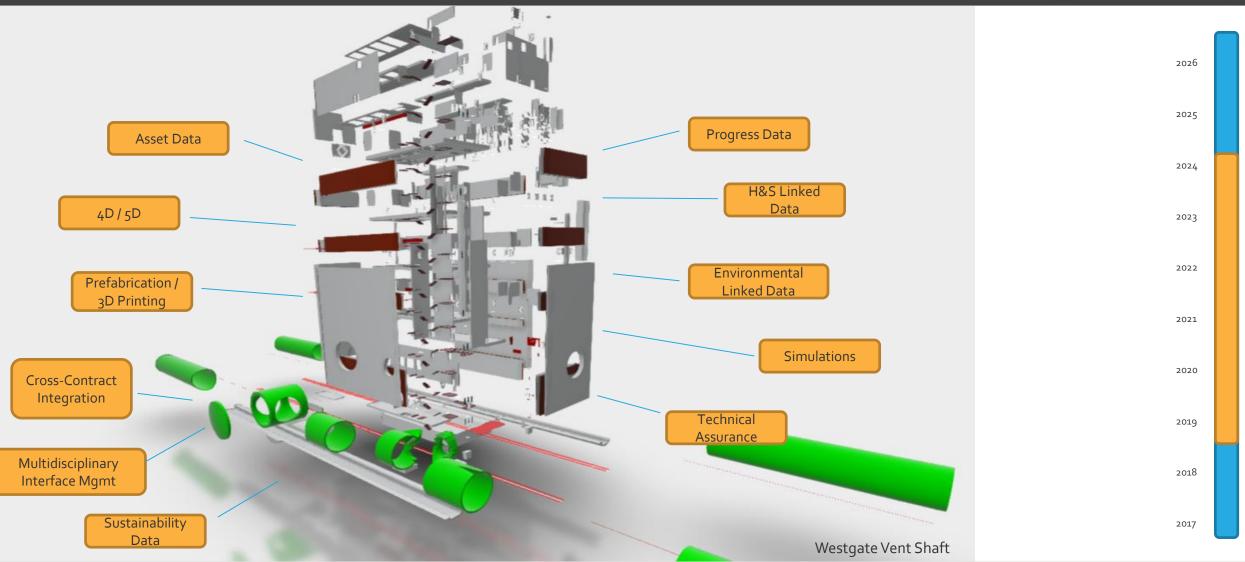
2018

2017

# Design & Construction





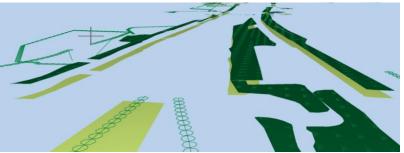






- Support engineering and environmental activities (including prototyping a 'digital Environmental Statements')
- Undertaking improvements to data processes and assurance
- Improving how we use information and technology to engage with stakeholders







2026

2025

2024

202

2022

2021

202

2019

2018

2017





# Recommendations

- Treat data as a valuable resource (owned by the Client)
- Establish your data requirements (at business and project level)
- Structure data consistently and with the end-use in mind – from the start
- Use relational databases from the start
- Become data-centric

# Beware (or mindful of)

- Data interoperability (be prescriptive)
- Being led by IT
- Change control and change management

### CASE STUDY



### Crossrail, UK

Framework / Performance Criteria: Performance Criteria

Topic Common Data Environment

Recommendation: Apply the CDE principle as a means of allowing quality assured information to be managed and shared efficiently and accurately between all members of the project team – whether that information is geo-spatial, design, textual or numeric

### ONTEXT

Crosoral, currently Europe's biggest civil engineering project, is being built under central Loudon in link existing Network Rail Inex to the east and west of the capital. When it opens in 2018 it will provide rail services from Maidenthead and Healthrow in the west to Sheeffeld and Abbey Wood in the east of London.

The large and increasing number of contractors and stakeholders on the project meant that on increased amount of information was being produced on the project. An information and data management strategy had been put in place to ensure best practice in 'Whole Lifesycle' information Management', a combination of standards, michods and procedures but also software hooks and hardware.

The role of lifecycle information management on the project was designed to:

 Reduce risk resulting from unmanaged or poorly controlled data improve efficiency in workflows and data access through the implementation of spatial technology

Crossral was already well undervay when the Government circen. BM revolution's started in the UK in 2010/2011. However, elements of the Lave 2 BM criteria had been written into Crossral's Data and Information Strategy. The Data Management Guide' and the Requirement Stortegy. The BST192 based workflow was fully implemented through the use of an eigenvering content management system (ECMS) for all design drawings and models, complemented by a document management system and a web-based Gorg aphilic Information System to name a few components of the entire CDE. With the deployment of the asset management database another step towards Whole Lifecycle Data Management was done.

The collaboration tool used as the EXNS formed the basis for a centralised management of design standards. It managed synchronisation of edits from multiple users. The ESTINZ-based workflow was implemented through the software. All parties involved were required to work within the CDE to ensure they meet the required standards, the BSTINZ-based workflow and file naming conventions.

Other places for storing data, such as USB drives or local C drives were disabled by IT. Automatic data quality chi non-conformatic to the CAD support team. Lic system were provided by the client to all partic

### HY WAS IT DONE AS DESCRIBED?

The Crossrall project aims for maximum integration of spatial data irrespective of its native format. The array of engineering disciplines involved in the project include structures, geotechnics, tunnelling, noise and vibration, commitments, interfaces, and heritage. These all generate and demand a huge amount of information every day on a project of this size. In addition to this there is a vast amount of historical information. surveys, reports and drawings from previous stages of the project, generated or collated by other consultants. Other disciplines within Crossrail that require or generate information in relation to the design are for example the property and legal team, health and safety, help dosk, estates management and many more, it is vital to the success of the project that data and information is readily available to all staff working on the project, and that it is reviewed and updated where new or more accurate information is found. The number of people on the project and the risks of badly managed data made the business case for the comprehensive implementation of a CDE

### WHAT LESSONS CAN BE LEARNED?

The key principles can be summarised as:

- Treat data as a valuable resource! [owned by the Client]
- Establish your requirements (at business and project level)
- Structure data with the end-use in mind from the start
- Good asset breakdown structure & classification from the start
   Use relational databases from the start
- Become data-centric (create a CDE)

### Beware for mindful of:

- Data interoperability (be prescriptivel)
   Being led by (T)
- People don't like change

### **FURTHER INFORMATION**

http://www.atkinsglobal.com/~/media/Files/A/Atkins-Global/ Attachments/sectors/rail/library-docs/technical-papers/







- Cost the UK public sector some £21 billion in missed opportunities *Capegemini 2008*
- Poor information quality costs organizations 10-20% of operating revenue Association for Information and Image Management 2010
- In Rail & Construction specifically, waste at 10-20% due to information that is invariably inaccurate, ambiguous and incomplete Construction Project Information Committee 2015
- Gartner (2010) estimates that data quality effects overall labour productivity by 20%, in contrary 40% of all business initiatives failing to achieve their targeted benefits







Information Access Access to latest & up to date information

- A consolidated single view of project & asset data
- Different data types/formats

Information Quality

- Standardisation in data format & coding structure
- Data validation and integrity
- Data analysis & reporting across multiple data-sets

Master Data Management

- Control data flow throughout the business
- Avoid duplication of data in multiple systems
- Centralise the management of information



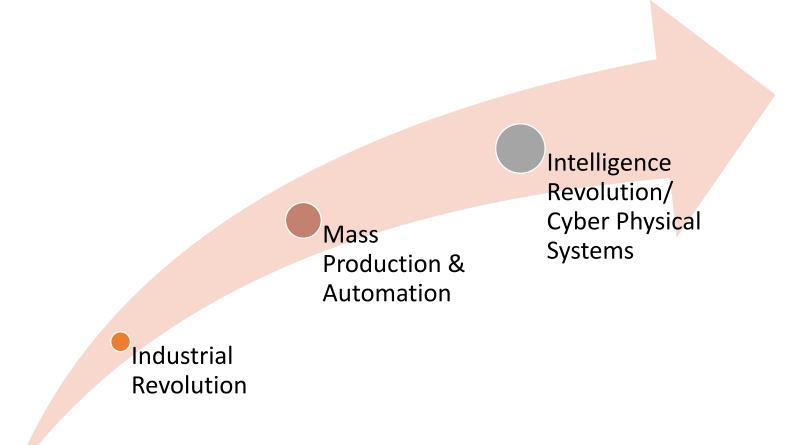


- Digital transformation in a very traditional industry
- Data exchange and interoperability in a multi-vendor environment
- Coordination and integration of such complex interfaces
- Object-oriented approach... modelling the data
- Capability and competency of the supply chain
- Data integration, exploitation, analysis & visualisation
- Focus on data to deal with technology obsolescence





We have entered the age of data... But more information doesn't mean more informed!



# **Smart companies:**

- Treat data as a business asset
- Take a strategic stance on data management
- Identify data asset owners
- Use technology to leverage data
- Prioritise Master Data Management
- Catalogue data
- Establish data Governance
- Apply data mining to drive business efficiency





# Thank you

Sonia Zahiroddiny