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Lessons Learned Workshop

Stage 3

NHS Highland

Lochaber Redesign

January 2026

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DESIGN MANAGEMENT

Description

- Overall design management process was positive
- Fortnightly design management meetings provided a useful forum to:
  - Discuss key design items
  - Review progress
  - Agree next steps
- Design Management Tracker was used but could be clearer and more effective

Lesson Learned

- Regular, structured meetings support effective coordination and decision-making
- The effectiveness of design management tools depends heavily on clarity and usability

Recommendation / Good Practice

- Continue fortnightly design management meetings on future projects
- Review and restructure the Design Management Tracker to:
  - Improve layout and readability
  - Clearly define actions, owners, and status
  - Enhance its effectiveness as a live management tool

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RFI (REQUEST FOR INFORMATION) PROCESS

Description

- Weekly RFI meetings held with all relevant parties
- Clear and straightforward RFI process on BIM360

Lesson Learned

- Regular structured communication accelerates issue resolution

Good Practice to Retain

- Continue weekly RFI meetings and the existing RFI process on future phases

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MIDP (MASTER INFORMATION DELIVERY PLAN)

Description
- Difficulty tracking information from the MIDP through distribution lists and into BIM 360
- TAs were unable to clearly identify what had been uploaded, issued, or was due for issue.

Lesson Learned
- Lack of clear traceability reduces confidence in information status and review readiness

Recommendation
- Use Uniclass codes consistently across MIDP, distribution lists, and BIM 360 to link information clearly

Description
- MIDP operated as a static document
- Changes to release dates and actual issue dates were not regularly updated

Lesson Learned
- A static MIDP limits its effectiveness as a coordination and management tool

Recommendation
- Maintain the MIDP as a live document with regularly updated issue and release dates

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MIDP (MASTER INFORMATION DELIVERY PLAN)

Description

- MIDP was used for internal design management as well as information release

Lesson Learned

- Mixing internal progress tracking with formal issue planning causes confusion on actual issue dates

Recommendation

- Use the issued MIDP to the client team strictly for information release planning
- Track internal design management separately

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INFORMATION RELEASE (STAGE 3)

Description

- Large batches of information were issued at the same time or in close succession
- Significant pressure placed on TA and NHSH stakeholder review capacity, particularly pre-Christmas

Lesson Learned

- Bulk information releases negatively impact review quality and programme resilience

Recommendation

- Phase information releases more evenly

BB INTERNAL DESIGN REVIEW PROCESS

Description

- BB design review ran concurrently with TA review
- Resulted in duplicated comments and rework

Lesson Learned

- Concurrent reviews reduce efficiency and increase duplication

Recommendation

- Complete BB design manager review first
- Revise drawings before issuing to TAs

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STAGE 3 DESIGN REPORT RELEASE

Description

- Stage 3 discipline design reports issued after drawings and specifications
- Methodologies and design intent were unclear during TA review

Lesson Learned

- Lack of contextual information reduces the effectiveness of technical reviews

Recommendation

- Issue Stage 3 design reports ahead of or alongside drawings and specifications

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INFORMATION DISTRIBUTION (LIST)

Description

- Frequent changes to individuals required to review information
- Stakeholders not on the distribution list struggled with seeing information or commenting on it

Lesson Learned

- Restrictive or unclear distribution lists not directly referring to drawings limit effective collaboration and review

Recommendation

- Open information to the wider TA team where appropriate
- Align distribution lists with Uniclass-coded information to ensure there is clarity on who has to review which drawing.

Description

- Access issues to BIM 360 identified after reviews had commenced

Lesson Learned

- Late access issues delay reviews and reduce efficiency

Recommendation

- Carry out early access testing for all reviewers before formal review periods begin

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STAGE 4 PROCESS

MIDP Management

- Utilise the MIDP as a live document throughout Stage 4
- Clearly detail:
  - Planned information release dates
  - Revisions to release dates
  - Actual issue dates
- Use MIDP solely as an information release tool

Pre-Review Readiness

- Issue a test document to all TAs prior to review commencement to:
  - Confirm access to BIM 360
  - Confirm access to all relevant packages
  - Verify ability to view, comment, and log responses
- Resolve any access issues before formal review periods begin

Information Structure & Traceability

- Apply Uniclass codes consistently across:
  - MIDP
  - Information deliverables
  - Distribution lists
  - BIM 360 packages
- Enable clear traceability from planned deliverable to issued information

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STAGE 4 PROCESS

Review Sequencing

- Complete BB design manager reviews prior to TA review
- Revise and coordinate drawings before uploading for TA review
- Issue mature, coordinated information sets to reduce duplication and rework

Documentation Sequencing

- Issue Stage 4 design reports, methodologies, and key assumptions ahead of or alongside drawings and specifications
- Ensure reviewers have full context prior to commencing technical review

Information Release Strategy

- Avoid large batch releases of information
- Phase information releases in line with TA capacity
- Agree review windows in advance to support effective resourcing

Distribution & Visibility

- Open information access to the wider TA team where appropriate
- Use Uniclass-aligned distribution to clearly define who needs to review what

Ongoing Coordination

- Maintain regular design management and RFI meetings

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