

**Date:** 17 May 2023

**Item:** Lessons Learnt from Recently Completed Projects

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Committee on how lessons learnt have been applied from a number of recently completed major projects, which was an action from the meeting held in October 2022.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

### **2 Recommendations**

- 2.1 **The Committee is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.**

### **3 Background**

- 3.1 Despite a challenging backdrop, TfL has successfully completed a number of major projects within the last 18 months. The related paper on Part 2 of the agenda spotlights how lessons have been applied on the Northern Line Extension which opened in September 2021, the Barking Riverside Extension which opened in July 2022, the Bank Station Capacity Upgrade which was completed in February 2023 and how lessons from those projects are currently being applied on a project at Surrey Quays London Overground station.
- 3.2 The supplemental information on Part 2 of the agenda explains how lessons have been applied during the planning, procurement and delivery stages and how they have been shared and embedded into other projects within the TfL Investment Programme, including future pipeline projects not yet funded.
- 3.3 Furthermore, the Crossrail learning legacy programme recently culminated in an industry day where lessons were shared, building on a report jointly authored between the Association for Project Management, the Department for Transport and TfL. The report sets out seven strategic lessons learnt from the later stages of delivering the Elizabeth line and discusses the broader implications for leading complex major programmes. While it does not feature in the supplementary information on Part 2 of the agenda, the report is helping to underpin how TfL applies lessons for current and future complex major projects.

**List of appendices to this report:**

Exempt supplementary information is included in a paper on Part 2 of the agenda.

**List of Background Papers:**

None

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